college

JULY 1957

Summer Use of Campus Facilities

The Professor and the Business Office

Financial Reports Should Inspire Confidence

Should Students Share in Policy Making?

Prevention of Residence Hall Fires



LAW BUILDING, UNIVERSITY OF ILLINOIS, URBANA-CHAMPAIGN (page 30)



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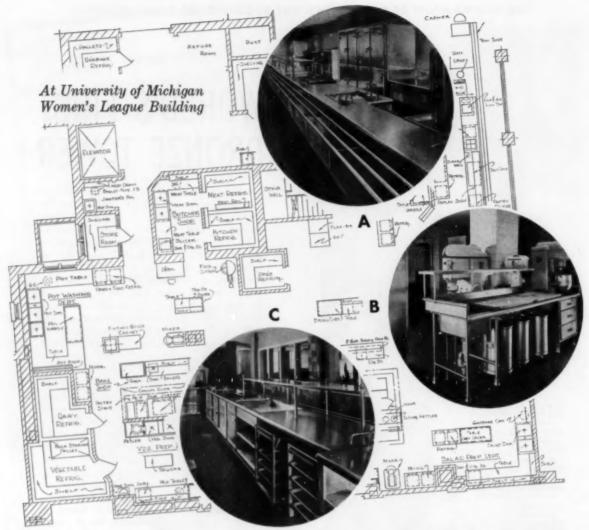
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AMONG THE AUTHORS: Elmer Jagow, business manager of Knox College, Galesburg, Ill., tells how to conduct summer campus conferences on page 19. He successfully conducted many such conferences during the 10 years he served as business manager of Concordia Teachers College, River Forest, Ill. He recently received his master's degree in business administration at Northwestern University and is a member of the college business management workshop at the University of Omaha. . . . J. Harvey Cain, higher education consultant, was for many years accounting officer of the board of higher education of New York. He suggests the importance of financial reports on page 35. . . . Ernest L. Stouffer, university architect for the University of Illinois, on page 30 describes the new law building on the campus at Urbana-Champaign. He is a former member of the editorial advisory board of College and University Business.

QUESTIONS AND ANSWERS

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Screening Students

Question: Can state legislators be educated to the problems involved in selection of candidates so that they will acquiesce to the use of screening technics?—P.D., N.D.

Answer: It is less evident today than formerly that key legislators are uninformed about the need for selective entrance requirements in state supported colleges. Demands for ever mounting appropriations to care for rising per capita costs, combined with snowballing student populations, have influenced temperate legislative committees to study screening technics theoretically conceivable or now in use.

Assisting the efforts of these committees have been such agencies as the Council of State Governments, Western Inter-State Compact for Higher Education (W.I.C.H.E.), councils on high school-college relations, state legislative councils, U.S. Office of Education consultants, and taxpayer sponsored groups organized into public expenditure councils.

Unfortunately, the present actions of legislative groups too often turn on singular remedies. Restrictions against equality of entry put upon outof-state students, prescriptions of oversimplified qualifying examinations, resort to arbitrary cutting scores from high school class ranks-all these have great appeal. Frequent hearings and much explanatory material will be needed if legislators are to get a balanced conception of the student selection problem. When resistance to selection formulas exists, educators must share the responsibility for the present confusion. Conflicting methods of applying tailor-made admission standards are normal and perhaps even necessary in higher education but they do nothing to enlighten public discussion. Legislators, no doubt, would recognize those policies most appropriate for screening quite as rapidly as governing boards if the position of the educators was unmistakably clear and unified.

The story of fitting admissions and continuation policies to the general aims of public education, and their need for defense in the light of factual data garnered from experience, has not been told very well. Admissions officers in their eagerness to conform with modern psychological lore have couched their findings in a

jargon understood only by their colleagues in the college environment. If legislators are to appreciate the counselor's reports, they must be stripped of gobbledegook, made incisive, and be told in a language common to the work-a-day world. Selection technics will be removed from suspicion when our college administrations are properly prepared to describe them simply and to defend them vigorously.—GLEN C. TURNER, business manager, Colorado State College of Education.

Cooperative Planning

Question: In large metropolitan communities containing both publicly and privately supported universities, is there a basis for cooperative planning?—D.B., Calif.

ANSWER: There certainly is. I would cite two aspects of the situation, one philosophical, the other geographical.

All institutions of higher learning, whether tax supported or not, have the same objective—to maintain the best possible programs of instruction and research. Good teaching and scholarship are good teaching and scholarship in any institution. A major source of strength in our country's system of higher education is its diversity. The public and private colleges and universities supplement each other in attaining their mutual objective. The principle is as valid locally as it is nationally, and implementing effective contributions from both types of institutions calls for cooperative planning.

The second aspect can be found in the city itself. The nontax supported metropolitan university generally has shouldered considerable responsibility toward its community, the same community that its neighboring tax supported university serves. The reasons for establishing new programs or building additional facilities are, in most cases, based on community needs. Similarly, with respect to predictions for enrollment, the plans of the city colleges for expansion or for undertaking new lines of work have an effect upon the programs in the private institutions and vice versa. In a sense, all education, like news, is local. While the public and private institutions may have different approaches and procedures, they can work together in meeting the needs of their common community.—GEORGE F. BAUGHMAN, vice president, New York University.

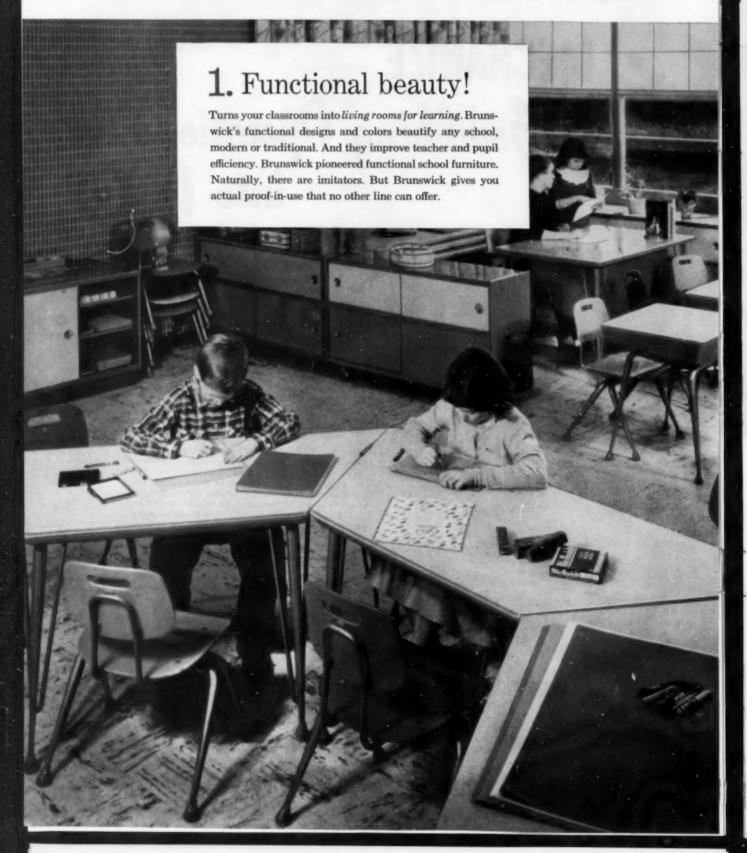




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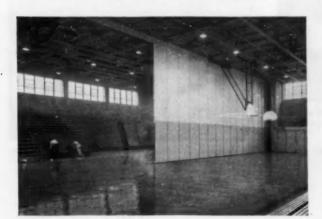


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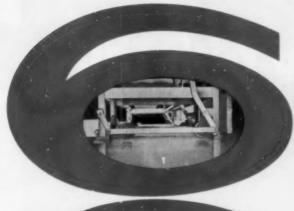
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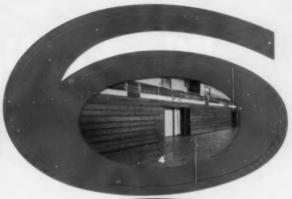
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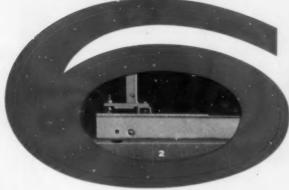
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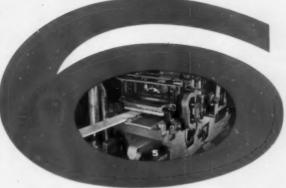
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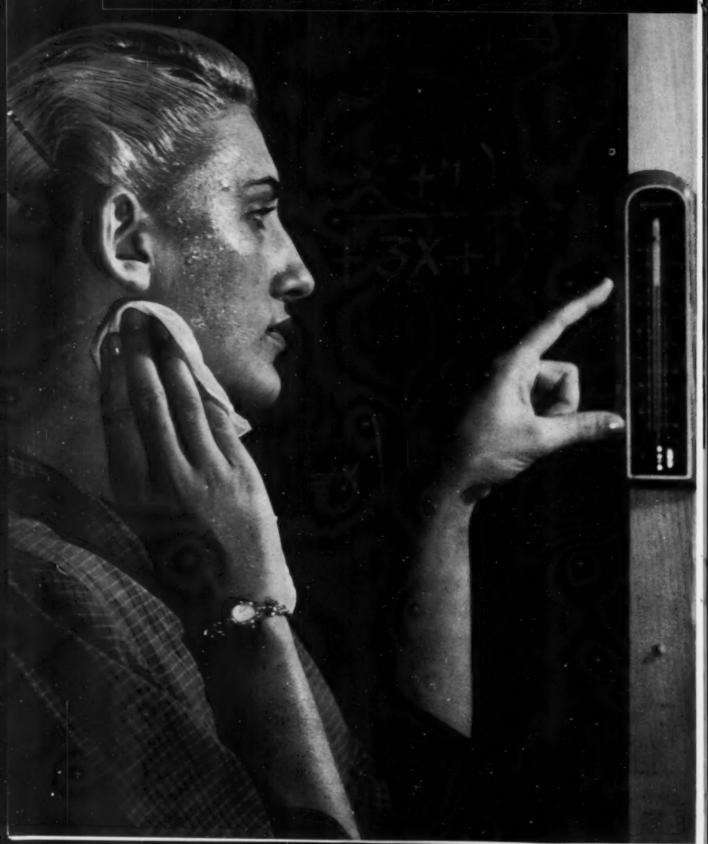


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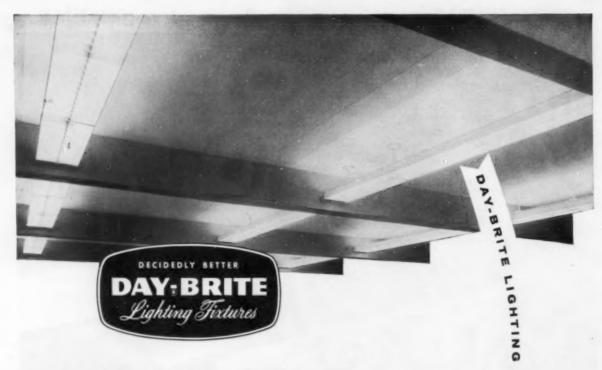


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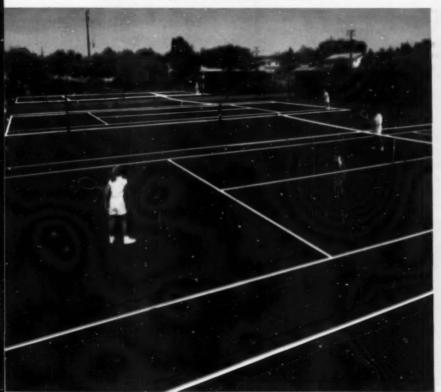
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Consolidation, Not Federation, May Be the Answer

THOMAS E. BLACKWELL

Educational Management Consultant Washington University, St. Louis



FEDERATION MAY NOT BE THE ANSWER, AS AN editorial in the May issue of this magazine reminded us. With the establishment of the National Federation of College and University Business Officers Associations, we have taken the first step toward unification. Older members of our profession will recall the eloquence with which Harry Wells urged the creation of *one* strong national association. It was my privilege to join with him in drafting resolutions to this effect.

Regional meetings are essential. They serve a vital need in bringing us together in the bonds of fellowship and mutual respect. They should be frequent enough to enable us to become friends and to help us solve our regional problems. The region should be small enough to permit us to reach the place of meeting with only a few hours of travel.

Equally important to the growth and development of our profession is a national association. Experience has proved that a federation is a cumbersome substitute. We need to know our associates from coast to coast. National problems can be solved only at the national level. Strenuous times are ahead for higher education.

At our national meetings, held every two years, adequate provision should be made on the program for a full discussion of the special problems of the smaller colleges, the tax supported institutions, and the larger endowed universities. Our purchasing agents, investment officers, and controllers should have their own group meetings. But the majority of our problems are mutual, and they should be discussed and solved at the national level.

Based upon 35 years of experience, first as the business officer of a small college and, later, as the vice chancellor of one of our larger universities, I submit the following program to the executive committees of our several associations:

1. By appropriate action, authorize your representatives on the board of the federation to join with the other members in drafting a constitution and bylaws for the creation of the National Association of College and University Business Officers. Upon their adoption by the membership of the several associa-

tions, the present regional and functional associations and the federation should be dissolved.

2. The constitution and by-laws of the national association should conserve the values inherent in regional meetings by providing for the appointment of standing committees to plan and call meetings in 10 or 12 geographical areas.

3. The national association should have at least three vice presidents, selected to give recognition to the major geographical areas of our large country. By rotation, these vice presidents should succeed to the presidency.

4. Standing committees should be created to assume responsibility for contract discussions with agencies of the federal government, for national legislation, and for review of the work of our excellent cooperative purchasing organization.

5. Annual dues should be large enough to provide the funds necessary to achieve worth-while goals. They should, of course, be graduated according to the size of the institution. By the elimination of overlapping memberships, the burden upon our institutional budgets can be reduced.

6. Substantial economies can be effected by the elimination of printed proceedings. These booklets for many years represented the sole reference material of our new profession. Now that we have a national magazine, ably edited, the need for these costly printed proceedings has disappeared. National and regional newsletters can give us adequate summaries of the meetings. College and University Business will, I am sure, continue to publish all papers of national interest presented at the meetings.

7. Every other profession has a national association. How can we expect to gain nationwide recognition without one? Almost every other profession has a national directory of members. Such a directory, with brief biographical data similar to that in "Who's Who in America," would be invaluable to college presidents and board chairmen when they are confronted with the difficult task of selecting a new business officer. Unless we make provision for the recognition and promotion of those with adequate experience and training, we will not attract the best.

LOOKING FORWARD

Collective Sterility

PRESIDENT A. WHITNEY GRISWOLD'S BACCALAUREATE address to the senior class of Yale University was a spirited plea for the independence of creative minds.

"Creative ideas do not spring from groups. They spring from individuals. . . . Could Hamlet have been written by a committee, or the Mona Lisa painted by a club? Could the New Testament have been composed by a conference report?" President Griswold expressed dissatisfaction with the "endless, sterile, stultifying conferences held in substitution, or in the desperate hope of substitution, for individual inventiveness."

"The creative power of the individual is more sorely needed than ever before; this alone can save us from collective sterility." he said.

It does seem that college executives often confuse the democratic process with that of creative thinking. The desire to operate democratically by getting everybody into the act when attempting to establish administrative procedures and policies results in a mish-mash of platitudinous observations or conclusions rather than some really significant thinking by one or two individuals.

President Griswold has rendered a real service in suggesting that a person's independent thinking should not be overwhelmed in a society that has put such a high premium on group action and organization.

Poor Personnel Practice

MOST COLLEGE AND UNIVERSITY ADMINISTRATORS are discovering that it pays off handsomely to publish a personnel practices manual or handbook. Gone are the days when a dozen departments on a campus could maintain a dozen different schedules as to hours worked, rate of pay, or welfare benefits.

Some may contend that centralization of personnel programs and policies in one office makes for unwieldy practice and that it removes from the department head the full privileges of his post. True, he may lose some authority, but an employe is not as likely to serve long in a department in which he thinks his rights and privileges are being abused. A department head probably will receive more loyal and enthusiastic performance by staff members who, through a codified personnel procedure, know what is expected of them and where they stand in the departmental organization.

No institution can justify a double standard of personnel practice in any department. A centralized personnel office may not be the answer, but consistency in personnel relations on campus is essential. To perform otherwise is the poorest of practices and is bound

to result in disgruntled staff members, who believe that they are being unfairly treated in relation to others within the institution.

Federal Government Research

FOR YEARS THERE HAS BEEN CONTROVERSY BETWEEN federal agencies and college and university administrators as to the principles that should apply in determining allowable costs of research and development performed by colleges and universities for the federal government. There appeared to be no consistency in contract principles in regard to overhead costs when contracts are negotiated with the Department of Defense, the Atomic Energy Commission, and the U.S. Public Health Service.

The general accounting office of the federal government has had difficulty in reconciling the inconsistencies and, through the controller general and the Bureau of the Budget, has insisted that uniform principles be established. As a result, representatives of the National Federation of College and University Business Officer Associations, the Engineering Colleges Research Council, and the American Council on Education's special committee on sponsored research have appointed a joint committee to develop a consolidated proposal. This proposal will be presented by the special committee on sponsored research of the American Council on Education to the Bureau of the Budget as the unified position of colleges and universities.

University representatives contend that research for the federal government should not be performed unless all costs, including overhead charges, are paid for by the government. Some federal agencies, by playing one institution against another, have written contracts that do not properly cover all charges, thus introducing the element of inconsistency into contract negotiations.

The efforts at correcting abuses in contract negotiations have been a long time in coming. It is to be hoped that the current effort will produce significant results. Much valuable time has been wasted in haggling over contract principles that should have been established years ago.

Another Candle

THIS JULY ISSUE OF COLLEGE AND UNIVERSITY BUSINESS signalizes the completion of 11 years of editorial service to higher education, and the beginning of the twelfth year. The editors enjoy each anniversary and pledge themselves to produce a magazine that will be of help and inspiration to administrators of higher education everywhere.

"YOU SURELY ARE FORTUNATE TO BE on a college staff and have a three-month vacation each summer." This is a remark that a college business officer is likely to hear from a friend. How far from accurate for most college and university campuses today! Or is it still a true picture of life at your college? If so, you especially may wish to read on.

American colleges are located among the "meetingest" sort of people, folk who will convene at the drop of a hat. Summer conferences on the campus offer great opportunities for service to many outside groups. If these activities are properly managed, they can be sources of revenue. Let's see.

Groups that are attracted to colleges for their meetings are seeking facilities and service in a sort of middle ground. They would not be happy with campground accommodations; neither can they afford an elaborate hotel convention. The college, then, might well specialize in scheduling the kind of groups it can serve best.

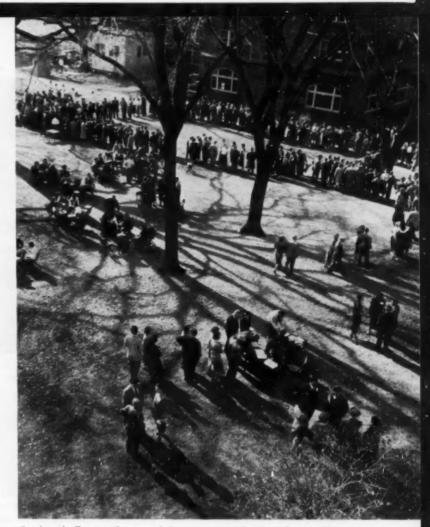
Such groups include regional or national church organizations or activities related to church work. For denominational colleges these are a "natural." Often, too, 4-H clubs, scouts and service clubs use colleges for their summer programs.

The summer need not be dominated by conventions, because many workshops or institutes sponsored by the school or in cooperation with industry or business may prove feasible. The nature of these activities is limited only by the groups located within a reasonable area, and by the imagination of the college administration.

Conferences like to use college campuses for several reasons:

Facilities usually are adequate for larger groups, say from 500 to 850 persons, and often even for larger gatherings. Such groups usually wish housing, meals, auditorium space, group meeting rooms, and a variety of miscellaneous services. Most colleges already have these facilities for the regular academic program; therefore, in offering their use no special problem exists for the business manager.

Atmosphere, which is noncommercial and which might even lend an academic influence upon the guests, often attracts the committee on arrangements. The nostalgia of return-



Outdoor buffet is a feature of the summer conference plans at Knox.

Summer Use of School Plant

ELMER JAGOW

Business Manager, Knox College, Galesburg, III.

ing to Alma Mater or to a place with which there is a religious or sentimental tie is indeed a helpful assist to the college staff.

Controls for large groups which can help to ensure attendance at sessions and participation in the general program speak loudly and importantly to a program chairman. A college, being removed from some of the usual conference distractions and supplying a kind of ethical, moral and academic climate, has values that conference planning committees appreciate.

Financing of a complete convention at less than most hotels would have

From a paper presented at the 46th annual meeting of the Central Association of College and University Business Officers, Houston, Tex., April 1957.



The business manager discusses the contract and arrangements with a summer conference representative; the residence hall director is there, too.

to charge relieves the often all-toostrained treasury of the group.

A decision must be made by the administration of the college as to whether to encourage summer use of its physical plant. There may be circumstances or reasons a college might elect to forego such special activities.

If the nod is given, top-level attention, talent and time must be devoted to the program, for it will not take care of itself. Little success comes without effort. Staff members who will be active during conventions must schedule their vacations so as not to conflict with preparations for such conferences or the conferences themselves. A college ought not undertake a summer schedule at the risk of overtaxing its staff. Often, though, an active convention program can be conducted without serious staffing problems.

ARRANGING FOR A CONFERENCE

Success begins with the careful selection of the groups to be scheduled. Only groups with a good history, good leadership, adequate financial resources, and a satisfactory purpose or goal should be included in the prospect list. Conversely, a college that has established a good reputation for conferences will be sought out by interested groups.

Careful scheduling of facilities to ensure maximum utilization with satisfaction is necessary for efficient operation. Often several smaller compatible groups can be taken care of simultaneously. A good summer program is

filled usually months in advance. It is not uncommon to learn of schools that have conferences "booked" a year or two in advance. Groups that return for repeat conferences make for happy relations.

Ordinarily a conference that includes a full service routine will involve the receipt of several thousands of dollars. It becomes important, then, to execute agreements or contracts that spell out in detail the services to be provided

and the full amount to be charged for the conference.

The business officer or his representative ought to plan carefully the manner in which the group is introduced to the college's conference service. It is important to convey to the committee that the staff is competent to handle the service requested (if it actually is) and to explain the manner in which the school wishes to provide for the particular group.

At this stage, the business manager is a salesman. He must "sell" the group on the school and the way in which it can serve the group to complete satisfaction. Attention to detail in the whole of convention service cannot be overemphasized.

Financial details must now be discussed. If possible, a contract ought to include guarantees from the group as to the number of persons who will attend, an accurate schedule of the program, including arrival and departure times, the financial obligations that will be incurred, and the expected method of payment. It is preferable if the entire cost of the conference can be predicted at this time.

SOME TIPS ON WHAT TO DOI

Each conference ought to feel that the service is tailored to its special requirements, and it should actually be.

Building and room diagrams are helpful in assigning guests and keep-



Coffee breaks as well as banquets often can be profitably included at summer conferences, as can private dining space for conference leaders if desired.



There is an informality about most summer conferences.

operation with industry or business, as well as summer Workshops or institutes sponsored by the school or in co-conventions, have proved feasible on the Knox campus.

ing records of their temporary locations. Immaculate care and plenty of soap and fluffy towels are "musts." If possible, the lounge and lobby space should have TV reception or music. A choice of single or twin-bed rooms is desirable. The kind of personal service a bellman can give is appreciated, especially by women guests. During conferences, the housing accommodations must have 24 hour desk

Adequate and well served meals help materially toward a successful conference. Offering a choice of service gives the committee an opportunity to tailor the program to the group. Submitting menus, in advance, for approval often cements good relations, and supports the belief that the college is well managed. Banquets and coffee breaks often can be profitably included, as can private dining space for conference leaders if it is desired.

How often one hears complaints about poorly ventilated meeting facilities or a faulty public address system! Such fingers of criticism ought not be pointed at a college interested in a

good conference program. Flexible seating arrangements in the smaller group meeting rooms are desirable. An attractive speaker's rostrum and lectern are essential.

A college imaginatively managed can become outstanding by performing the essential services well and by offering many plus features that are highly appreciated. Included are secretarial services, duplicating facilities, newspapers (complimentary), snack bar, pressing and valet service, sign and badge facilities, and many more.

A college convention service should be on a high plane. Often it is wise not to accept a group that wishes to cut too many corners. Cheapening the service many times defeats the principal purpose for summer conferences, which is to make friends for the college. Once a group is accepted, it deserves wholehearted support. A conference manager must be alert to anticipate the unexpected and to remain extremely flexible in his ability to adjust to changing needs and program.

A staff that has been carefully trained and well informed about the

group it is serving will do a good job. Staff sessions in advance of the meeting outlining the special features of the conference are invaluable.

It would seem that every conference on a college campus should have some real feeling of attachment with the college staff-at least a welcome from the college president or some other official. A personal contact with the school in the person of a conference manager is most desirable. This individual can effectively personify the college service to the group.

The college staff must serve willingly and wholeheartedly in any such program and needs to be adequately remunerated by the college for this special work.

To be really meaningful in the overall college fiscal program, a conference schedule also must include a careful and adequate cost accounting system. It is essential to be able to identify and separate results from regular school year activity. Prompt and accurate billing to conference groups "wraps up" a well designed summer use of the plant.



The Professor and the Business Office

ROBBIN C. ANDERSON

Professor of Chemistry, University of Texas, Austin

THESE DAYS IT IS COMMON ENOUGH to hear the college or university called "big business." Our great universities and colleges have not been in the past, are not now, and cannot in the future become "big businesses."

It is true they have large budgets. But if one added together the annual disbursements of all the stores, restaurants, movies and service stations on Main Street in a town of 20,000, the sum would make a large annual budget. Yet we don't class such operations as big business. Like the small town, the university or college is a collection of many enterprises—some large and some quite small—rather than a single big business.

DISTINCTION IMPORTANT

The distinction is real and important. In the small town enterprises, individual initiative and independent operations are vital. A grocery and a movie theater must be managed differently. In the college community, the drama and the chemistry departments must also be managed differently and as separate units. A high degree of autonomy and individuality are vital.

In a large business, one unit may operate at a loss if other units are sufficiently profitable to compensate for this. But in a university a highly successful drama department in no way compensates for a weak chemistry department. We must try to strengthen each independently and in its own way.

As a second point, perhaps we should consider what part the concept of business, either big or small, should play in university activities. Are business methods and university activities fundamentally compatible? When we talk about applying to a college the practical, efficient methods of accounting and purchasing that businesses have developed, do we remember that these methods were designed for profit making systems and are not necessarily the most practical and efficient for a non-profit operation?

My third point involves the fact that much of the work of a college program is strictly personal and creative in character. This should be true at the freshman level; at the graduate level it has to be completely and exclusively so.

In our American pattern of education we have tried to offer opportunity to all. Our school systems and our state laws have gradually been molded by the idea that every youngster should go through high school. Our philosophy is not one of trying to judge youngsters as good or bad students, but rather to try to teach each one as best we can. There is no weeding-out at this level.

In college and university work the situation is different. The student may start from the beginning in a professional school, such as engineering or pharmacy, or he may take a liberal arts course leading to law school or medical school or to graduate school for a Ph.D. in science or to training in diplomatic service, or to numerous other fields. Yet, in almost every case, he is entering upon a program in which the quality of his work from the very start may be used to determine whether he is well fitted for a certain line of work for the rest of his life. Here, then, the educational process is

At present there is little prospect that we can supply the buildings and faculties needed if we should try to continue at college level the nonselective processes of high school. The students in each field, therefore, will face some sort of hurdles or barriers to weed out part of them, even if it is nothing more than competition for a seat in the classroom.

We could, of course, make this a purely statistical process based upon grade averages and such, but we know this isn't really efficient for the selection of those best qualified. It's simple to administer, but administration is not the primary objective. What is needed is a system that helps each student develop as an individual and find the things he does best rather than one that just drops him. This also must be a system that pushes him to do his best work and to enjoy working hard in the field of his talent rather than just doing enough to slip by.

REQUIRES CAREFUL PLANNING

There must then be opportunities for him to work on his own and to have personal contacts with experienced and mature workers in his fields of interest. These are not made available by mass production or assembly line methods. It requires careful planning of buildings and budgets to permit a maximum of personal and individual activities.

The problem of creative activity also begins at an early level. The youngster who is just at that age when he is prone to question everything in the various rules and regulations and habits set up by his family and school and society is just the one who is likely to try something nobody else believes will work and thus create something really new and different. Most of his efforts are abortive, but many of the

From a paper presented at the Central Association of College and University Business Officers, Houston, Tex., April 1957.

major discoveries of science, many truly great works of literature, have had their origin in the universities.

The problem of maintaining such creative work in large organizations has been dramatized recently in a book, "The Organization Man," which in turn reflects the concern over this that has been growing in recent years.

In a recent address to the American Institute of Chemical Engineers, O. A. Ohmann of Standard Oil of Ohio called attention to the fact that, out of all the household appliances we use, the only one invented in a large corporation is the garbage disposal unit. Large corporations, he points out, exist for getting things done. They place a premium on those who make the business run-the administrators. They emphasize mass production and standardized operations, so major changes are costly. Thus they are likely to turn up a steady stream of small revisions and stepwise improvements, but the man who thinks in terms of major changes-who might want Standard Oil, for instance, to take up solar energy-is likely to seem very much like a monkey wrench in the organizational gears.

The innovator is likely to be mentally restless and unorthodox. He tends to reject present environment and present methods and to think in terms of drastically different ideas. All of this makes him difficult to deal with in an organizational pattern.

Attempts made to analyze the nature of the processes of creative thought show that one factor of importance is a detached point of view. The person must be able to step back as it were, detach himself from the surroundings. and take a long, clear, impartial look at existing methods, noting their advantages and defects. He must then be able to speculate on new ideas, to look beyond what is now known, and to assume that something not yet actual is nonetheless possible. This involves a willingness to discard what may now be working pretty well and to take an impractical jump in a different direction just on the chance that at some future date this may turn up something far better.

In research this may be repeated many times as each development along the line suggests a different angle, so the final product may turn out to be something that was completely un-

If this sort of process must be carried out in surroundings and among companions that lead to nothing more than a reputation for being a lazy and impractical day-dreamer with a lot of screwball ideas, it's hardly likely that any successful creative work will be accomplished. Now and then one needs people to talk to who can appreciate an idea for its own sake, analyze it, and perhaps add a few suggestions.

This is the atmosphere a university must strive to give its creative workers. among its ordinary students and also among that group of older, perennial students who make up its faculty. It should be a community of creative scholars. This evidently involves no easy assignment for the administrative workers who must keep this company functioning smoothly. Yet the maintenance of such an atmosphere, in spite of the conditions of crowding we must face, is by all odds the most important problem before our educational institutions today-before their faculties and before the business and administrative officers.

This problem of fostering creative abilities is not just one of finding that occasional one-in-a-million genius and perhaps giving him special treatment. The spark may flare on occasion in each youngster. It can easily be doused, but it can also be fanned and brought to burning in the proper atmosphere.

There has been a growing tendency over the years to keep youngsters in school for longer periods. This results primarily from a commendable desire to give each one the best possible education, but I fear it is also helped by the wish to keep them out of the competitive labor and professional market for as long as possible. In any event, the young man who graduates from high school at 18 faces at least four and often eight years more of training before he can enter his life's work.

Youth is a venturesome period. History shows us many examples of startling discoveries and major innovations made by persons in the late teens and early twenties. If we offer no outlets for this spirit, if throughout college we stifle individuality by keeping such students merely sitting around listening to lectures from their elders, what then is to happen to the progressive element in our businesses and professions as time goes on?

With these ideas as background, let's take a look now at the operations

Does the business office demand a 60 day prediction on what the instructor is going to find out in exploring in an unknown field?



of the business office and the business officer. I suggest that we take this look, not through the eyes of a professor, but as a young instructor may see it.

The professor may accept many bad practices from force of habit. Or he may have learned successful ways of going around the rules and regulations. The newcomer is likely to take the system at face value and to follow it as such for at least a time.

The point of view of the young instructor also will give a test of the need for autonomy and individuality. It is in this early stage that the matter of a set of surroundings and a system of operations designed to foster creative activity is particularly important.

I'd like to suggest some questions that should be asked about this young instructor in his relations with the business office.

First of all, does the business officer give him good surroundings in which to work? Does he have a reasonably private office so that he can work there on occasion without disturbance? Is the office comfortably, respectably and serviceably furnished? A young man doesn't grow in loyalty to an institution by working in an office where he can't study effectively and can't receive students, colleagues or visitors with a feeling of pride. Serviceable furnishings these days, incidentally, may cover quite a bit of territory, including in many cases special typewriters, calculators, drawing boards, and the like.

These are fairly obvious things, and it's the responsibility of each department to help keep the business officer informed of such needs. But is the business officer's approach—through the budget—sympathetic to these needs as they arise, or is the department just expected to scrounge such things out of its regular budget?

TRAVEL ALLOWANCES HELP

Some business officers are like the librarian who is happy when all the books are safely on the shelves under his eagle eye. They are happy with neat sets of written records instead of getting out to see whether the dollars are really working, whether the faculty is actually getting the services the budget purports to provide. Business officers should audit services as well as dollars.

Then there is the matter of travel. The exchange of ideas means much in creative work. Some of this the instructor can get on campus, but much

of it must come from contacts at professional meetings with persons from other localities. Is the business office seriously concerned with finding out what funds are needed for sound travel policies and trying to provide them, or is it simply the office that checks the mileage record and then informs the young man how much out of what the trip cost him it will not pay?

Consider too the purchase of equipment and materials the instructor needs for his work. Does the business office ask him to predict 90 or 60 or 30 days in advance what he is going to find out in exploring in an unknown field, or does it help him in that continual reevaluation and revising that are the essence of research? Of course, care must be taken in purchasing, but a complacent business officer may check the purchasing system solely by comparing prices paid with list prices and counting the difference as "savings." He might run a real cost analysis by adding in the cost of the time the instructor and perhaps several assistants waste while the business officer takes bids and then finds he has to order from the place the instructor told him at the beginning was the sole supply

Such a business manager has never tried to calculate the cost to the university of the ideas lost because it would take too long to get the materials to try them out. These costs are much more serious than most administrators realize and should not be overlooked in planning purchasing.

HOW EXPLAIN THIS?

Imagine what a furor there would be if some department failed to account for \$5000 or \$10,000 of its funds! But what happens to the young instructor who proudly comes in with \$25,000 he has managed to get for support of his research? The college quickly grabs onto some \$8000 or \$10,000. This may be quite justifiable, but what accounting does the young instructor get? "Overhead," he is told. I'd suggest that the business officer give him an accounting of the overhead. Incidentally, if some of this goes into increasing the university's service funds, let him see that he gets the increased service.

What happens if the young instructor wants to do something contrary to previous practice? Is he simply told that this is "against the board's rules" or "against the state law," without its being noted that this answer probably is based on some clerk's interpretation of an office memorandum issued after a directive came from the president calling attention to a new ruling or a new law? Or does someone check occasionally to see if the interpretation is correct or even take time to find out what the trouble is and even perhaps suggest on occasion how regulations might be changed? After all, boards—even legislative committees—have been known to be surprisingly reasonable when shown that new difficulties are arising under old laws.

Finally, is the business manager willing to trust the instructor's judgment on business matters in the instructor's own field? Time and time again one sees a young man carefully compile information on some new specialist for the staff—say a glassblower—showing that glassblowers over the country are paid \$6000 or \$8000 a year. And then some personnel officer who has never seen a glassblower tells him in a fatherly tone that obviously the school can't pay the glassblower more than it pays the head stockroom man, who makes \$4200 a year

Or perhaps the business office pays a nice fee to a firm of management consultants — who've probably never seen a live glassblower either—to elicit the information that glassblowers are paid \$6200 to \$8100 a year.

MORE THAN A WATCHDOG

These examples are, of course, oversimplified, but it is true that one finds a surprising reluctance in many business offices to trust and use the wide variety of talents and background in financial or personnel matters in many special lines represented in their own faculties.

I do not underrate in any way the contributions which the business office can make, but I urge that the business officer's approach should not just be a negative one as the watchdog of the rules and the pennies but rather that his approach be a positive effort to develop the services needed.

We in the sciences are particularly conscious of this because of the steadily increasing needs for new services and instruments. Time was when a chemistry department needed balances, chemicals and glassware. Now we need computers, electron microscopes, mass spectroscopes—with all the specialized staff to care for them—and I use the word "need" with all due care. This is increasingly true of other departments, too.

In the process of Making a Selfsurvey of our management practices at Connecticut College, there were times when it seemed quite painful. But, as in all such instances, since the pain has eased the survey committee eagerly welcomes an opportunity to discuss the study.

Connecticut College is an independent, gift supported liberal arts college for women. A residential college, it has an enrollment of 850 undergraduates. The problems encountered and the technics of self-survey used by other kinds of institutions would, of necessity, vary a great deal from ours.

An officer of the Fund for the Advancement of Education approached our president, Dr. Rosemary Park, and told her of the Fund's interest in discovering whether a survey of the administrative practices of a college could be successfully made by members of an institution's own staff. President Park saw this proposal as an opportunity for the college to make such a study at little cost to itself, and she was also interested in the self-survey as a technic.

COMMITTEE OF THREE WOMEN

A grant was made to the college by the Fund, and the president appointed a committee of three women: Dr. Frances Botsford, Mary DeGange, and myself. No man could be freed to work on the committee at that time.

The president wished faculty representation, and she chose Dr. Botsford of the department of zoology. Dr. Botsford is a scholar; she has a scientific approach, has been on the faculty for many years, and enjoys the respect of faculty and administration.

The second member, Mrs. DeGange, had been at the college more than 28 years and had worked in almost every business office in the college. As an assistant to the business manager, she knows our business operations well. As assistant to the president, I was appointed because I was new at the college and was "so ignorant both of the college and of its practices that it could be hoped that my position on the committee would lend objectivity to the study," as Dr. Park has said quite often.

President Park then invited the survey committee and the administrative officers of the college to meet with Irving Salomon of the Fund for "Operation Bootstrap" was what we called

Our Self-Survey

WARRINE EASTBURN

Assistant to the President, Connecticut College
New London, Conn.

the Advancement of Education, and basic plans for the study were dis-

This, in brief, is the procedure we followed:

First, the committee determined the areas to be studied. We chose the offices of the president, admissions, bursar, business manager, and public relations; the college library; the auxiliary enterprises, including residence and dining halls and the bookshop, and, in addition, the use of administrative space. We soon found that this was a rather ambitious undertaking, and at least two of the areas were not completed to our satisfaction.

As a committee, we met with each department head individually for general discussion of the department's function and to establish further procedure. Each department head then submitted a written record of departmental organization, which became the basis of our thinking and planning. As the analysis of each department developed, we conferred with other personnel in the department to compare points of view and to keep the study objective.

There was much debate as to the advisability of making a shorthand record of our conferences. Our fear was that this technic would formalize our meetings with members of the staff and act as an inhibiting force. On the other hand, we argued, a wordfor-word transcription could be reviewed by each person interviewed as a means of correcting false impressions, deleting seeming ambiguities, and documenting verbal data. We found that the staff favored the technic so we followed it.

One member of our committee then followed up in each area and gathered the specific facts needed. All data compiled were reviewed by the whole committee, and the written report of each area was then taken back to the department head for study prior to a second conference. This was a laborious technic, but it paid off in gaining the cooperation of each administrative officer.

There were instances in which an administrative officer did not agree with our final report and our final recommendations. We entered this as a minority report by use of the standard asterisk, indicating "Not approved by" I believe this technic to be valuable. It affords an opportunity for the president and board of trustees to give close scrutiny to the points of disagreement between an administrative officer and the survey committee.

AIDED BY CONSULTANTS

It was necessary in our study to make a thorough inspection of the physical plant. In two cases—in the analysis of the power plant where the college generates its own electricity, and in the analysis of the telephone system—we called in professionally trained consultants.

The committee studied surveys made in other colleges. We used the questionnaire method to compare our residence hall practices with 27 other colleges. In the course of the study we visited a number of other colleges, a procedure that was time consuming but very helpful.

We also found it of value to invite faculty comment on present adminis-

Adapted from an address presented at the Eastern Association of College and University Business Officers.

trative practices. The faculty took full advantage of this chance to air its views on administrative procedures. When the report was completed and the facts were presented, we were able to correct some erroneous ideas that existed in faculty minds in relation to these practices. To cite examples, opinions were expressed that an excessively high amount of our budget was spent on plant maintenance and landscaping. By its use of reasonably reliable comparative data, our study actually showed that we spent up to 4.5 per cent more of the total budget on instruction and up to 4.7 per cent less of the total budget on plant maintenance than "a fairly broad cross section of institutions of higher learning" with whom we made comparisons.

In another instance, the cost of our telephone service was challenged. The committee believed that substantial savings to the college might result from a change in the type of telephone service offered since our service seemed to exceed that given in many colleges. After investigation, however, we made no recommendation for change in the present system, as in our case the savings would be almost negligible and the present system adds to efficiency of administration. After we had pointed up such facts, typical faculty comment was: "That's what we wanted to know."

REPORT TO FACULTY, STUDENTS

A report of our findings was given both to the faculty and to the student body. The report was well received by the board of trustees, the faculty, and the student group, and there came about a new awareness of our problems. Each group seemed more willing to help in their solution.

In making this survey of the noninstructional phases of our operation, we tried at all times to view administrative practices in terms of the educational interests of the college, as we all are increasingly aware of the necessity to effect every economy and efficiency in noninstructional operation in order to increase the purchasing power of the educational dollar for purposes of instruction.

Certainly, the most urgent need of Connecticut College is to increase faculty salaries if we are to maintain our standards of teaching, hold our present faculty, and attract more distinguished faculty to our campus. This fact became painfully evident when we released a good instructor to take a job

in government at about two and a half times his college salary.

Connecticut College is comparatively young and its small endowment earns a relatively modest income. Further economies, combined with the generosity of friends, are needed to keep us in our present enviable position, that of being in the black. These facts were in the back of the thinking of the survey committee as we studied.

Viewed as a technic, here are some of the possible strengths and weaknesses of the self-survey.

To establish my own position, I wholeheartedly support the premise that a self-survey can be made internally, and that possibly it has some outstanding advantages. Perhaps the first is that of cost. I do not feel at liberty to quote the exact amount of the grant made to us by the Fund, but I can say that the total cost of the study was something over \$7000.

Action has already been taken by our president to make savings this year that will equal at least twice that amount, perhaps more; other recommendations are being considered so that, economically speaking, it has paid

There is no way to know whether professional consultants might have pointed up ways to achieve much greater savings were the college in a position to take advantage of their services.

In my opinion, however, there is one even greater advantage to a self-survey than the cost. That is that the committee members who make the study remain on the campus and are available for further consultation as the proposals for change are considered by president and board. This is not to say that our committee is pressuring for action on the recommendations. We consider our report as a series of suggestions, some of which need far more study.

The study did much to point up the relationship of the academic and non-academic phases of our college. There has been a new awareness that without an instructional program there would be no need for a \$7½ million plant and, without the \$7½ million plant, there could be no residential college as we know it.

The college community also was interested to know more of the facts brought out by the survey, such as that we are getting an increasing percentage of high ranking students. People were interested in the comparison

of fees. Our fees appear high (\$1950), but we have no extra charges so that when shown the fees of other colleges in this area and realizing that the extra fees made for higher totals than ours, the students thought it a great day. They also were glad to hear of the work programs in other colleges. and the faculty was especially pleased to have encouraging concrete facts about the library. These facts are not peculiar to a self-survey, but the interest has been sustained partially because the committee is "on deck," so to speak. Faculty members have suggested that a similar survey be made of the instructional program.

The administrative officers who worked with us on the study assumed this responsibility in addition to an already heavy work load, but they had an opportunity to point up the good features of their departmental organization and to use the study as a new springboard again to make requests for personnel or equipment that had not been acted upon in the past.

The departments under close scrutiny took time out to evaluate the effectiveness of their administrative operations, and this led the president affectionately to call our survey "Operation Bootstrap," for we were all working just a little harder to find more ways by which we might pull ourselves up and to seek out those areas in which, over a period of time, we might have come to equate "standards" with "comfort."

To compare our practices with those of other colleges was a most difficult task, and at times an impossible one. Comparative data such as that produced in the 60 College Study will be a boon to future survey teams and was of particular value to us in the study of our library.

SURVEY TAKES FIVE MONTHS

It took five months to make the self-survey and present a written report to the president. This length of time undoubtedly could be lessened were a committee to work full time on the project. That some of our work proved to be waste motion is fact. That further follow-up in certain areas should be made is also fact.

The other members of the committee and I believe that Connecticut should be justly proud of its administrative organization, and, as a survey team, we gained satisfying rewards from the opportunity to know more about our college.

Should Students Share in Policy Making?

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When the administration expresses full confidence in the policy making process, student leaders take their respon-

sibilities seriously. Decisions reached by the cooperative process are highly respected by the student body.

SOME YEARS AGO, WHILE I WAS ATtending a staff meeting at another university, the chairman opened the discussion by asking: "How much selfgovernment should we permit the students to think they have this year?" This question expressed a duality of thought: It recognized the necessity of student government on the university campus but reflected genuine skepticism about the adequacy of students at the policy making level.

Student government was permitted strictly as a means of assisting in disciplinary problems, of placating students about their "rights," and of improving campus morale. Although these reasons are valid and have undoubtedly played an important rôle in the evolution of student government organizations since their awkward beginnings about 1830, they are not the only reasons for general recognition of student government as an integral part of university and college administration.

Although considerable differences exist about the amount of authority that should be vested in student organizations, there are two important purposes for such delegation: (1) Sound administration calls for sharing responsibilities with students in order to maintain smooth relations with them; (2) sharing these responsibilities provides educational opportunities for student leaders that cannot be taught in the classroom.

Nonacademic activities are appropriate concerns of the student body. i.e. residence hall affairs, fraternities and sororities, campus athletics, lectures, publications and a wide range of social events. On a few campuses where the honor system exists, the students are responsible for its policies and operation. During recent years the desirability of extending student government to include curricular and fiscal matters has been discussed. This extension of authority is not sound. Whereas in extracurricular activities students are personally acquainted with the problems because they are within their realm of personal experience, such is not the case in the latter two areas.

The educational and professional training offered by a university are the products or services of that institution. While the opinions and reactions of the students undoubtedly do and should influence the curricular prod-

uct—just as the reaction of customers influences commercial products of manufacturers—the influence of students should and must remain indirect. A second reason for excluding these areas is that an institution requires long-range planning if it is to survive and serve. Such planning is beyond the training or experience of the students.

Having defined the area of university and college life in which student government should be established, the remainder of this discussion will be directed to answering the question: What factors must be considered in order that student government can achieve its two goals of sound administration and education of student leadership?

The first step in cooperative planning and decision making is the establishment of a system of student government that will bring the best student leadership to the forefront. Since administrators do not work directly with the entire student body, but only with their elected representatives, it is essential that the real leaders are recognized as such by their fellow students. When this system of government has been established, student leaders

must be offered the opportunity of sharing the responsibility for making decisions and their rôle must be respected and supported at all times.

To maintain a system that is a middle ground between two extremes requires continuous effort. In some colleges and universities, student government is stifled by paternalism; the administrators are willing to discuss problems and situations but are not willing that students should share in the final decisions. When there is a failure to share in the decision making student government is an impotent force regardless of the amount of discussion that may precede the handed-down decision.

In contrast with a paternalistic attitude, in other colleges the feeling prevails that the administrator who really believes in student government is the one who takes a completely laissez-faire attitude and leaves it completely up to the students to run the show. By following such a policy, student government is doomed because of the administration's refusal to share the responsibilities for decisions. Student leaders need administrative support for their programs, just as the administration needs the assistance of student leaders.

ELECT TRUSTWORTHY LEADERS

If a cooperative system has been established and real authority for decision making has been delegated, students consistently will choose their most capable and trustworthy leaders. When students realize they are electing officers who have real responsibility and real authority, they elect those whom they respect and trust. Several examples of this theory in practice at Vanderbilt can be cited.

A long line of strong leaders has served as officers and members of the Honor Council, which has been in effective operation at Vanderbilt since the university opened in 1875. All academic work, both in and outside the classroom, is conducted under the honor system. The council has complete jurisdiction in all cases of cheating; its decisions are final and are not reviewed by the administration. The council is one of the most powerful governmental bodies on the campus and through the years it has had competent student leadership. Regardless of the political situation that may exist on the campus, students each year have been consistent in electing the best of their group.

Another form of sharing in decision making is the Publications Board at Vanderbilt. The board has complete jurisdiction over all student publications. It consists of five faculty members appointed by the chancellor, five students elected by the faculty advisory committee on student affairs, four students elected by the board itself, and one student appointed by the Student Senate.

This board not only appoints the staff for the university's radio station, weekly newspaper, yearbook and other student publications, but it determines the editorial and fiscal policies. Occasionally something gets into print that embarrasses the university or is erroneous or a misinterpretation but, on the whole, the board with its preponderance of student members exercises excellent judgment, discretion and business acumen.

A third illustration concerns fraternity and sorority presidents. In many instances these leaders also are in positions of high office in other campus organizations. It is suggested that because the system makes the president completely responsible for the fraternity or sorority—including the collection of dues, table and house management, and collection of debts—the members elect a president whom they respect. The same leadership qualities also are respected in other areas of student activities for similar reasons.

Student leaders should be encouraged to make recommendations in all nonacademic areas of student life. If the proper cooperative relationship exists between administration and students, the decisions will be agreed upon in most instances by all parties.

While sharing the responsibility for decision making, the rôle of the administrator is to work with the students throughout the discussion period, exercising leadership in pointing toward the proper recommendation. If, in the judgment of the administrator. an erroneous recommendation is being reached, he should exert every effort to hold the decision in abeyance until such time as the students have an opportunity to reexamine the situation. If, after a period of time, the administrator is unable to convince the student leaders of his convictions in the matter, he might decide that it is better to accept the students' recommendations. In many instances he will find their judgment to be sound. Only on rare occasions should he exercise arbitrary

authority and overrule their collective conclusions.

The advantages of sharing the policy making responsibility with the students far outweigh the disadvantages. When the administration expresses full confidence in the ability of students to share in the policy making process, the student leaders take their responsibilities seriously. The decisions reached by the cooperative process are more respected by the student body than when decisions are arbitrarily handed down by the administration.

From an administrative standpoint, executing policies arrived at by the cooperative process is far less difficult because student leaders who have shared the responsibility for making the policies also will share the job of executing them.

TWO-WAY COMMUNICATION

The technic of sharing responsibilities establishes two-way communication between administration and the entire student body, thus enabling all to understand one another. Through the same channels, administration and students can exchange ideas about curriculums and fiscal matters. Such mutual confidence will result in better esprit de corps throughout the college.

Student leaders soon learn that along with the satisfaction of decision making are burdens and difficulties. For instance, fraternity leaders learn how difficult it is to enforce policies that affect their own membership adversely. Members of the Honor Council learn how difficult it is to judge whether a man is honest or dishonest. They are keenly aware of the rules of fair play when they realize that their judgment directly affects the entire future of a fellow student. The dormitory councils learn firsthand how difficult it is to maintain residence hall decorum and carry out decisions that affect their fellow men.

These experiences in responsibility and in leadership cannot be taught in the classroom nor can they be learned in discussion sessions with the administrator. Only through sharing the responsibility for decisions can their true impact be realized fully.

Colleges and universities that have devised successful systems for cooperative planning and sharing of responsibility for policy making have found these systems to be among their most important educational offerings, as well as their most effective devices for administration.

In Connection with a problem facing the press department of a university, the auditors were approached for a solution. The Press, in cooperation with an outside organization, had published a book under an arrangement whereby the outside organization made an initial cash outlay and the Press paid all out-of-pocket costs. Indirect costs such as administrative and clerical salaries were not to be considered. Each party was to retain the receipts from its sales of the book.

Profit from the sale of the book was to be used to equalize between the organizations the cash outlays not "paid back" by receipts—the remainder of the profit to be divided equally. In other words, the cost of the book and any surplus or deficit were to be shared equally by both organizations.

The loophole in the arrangement was that no provision was made for a separate accounting of the receipts and expenditures of the book. Receipts for the outside organization were in the form of University Press invoices of books sent to that organization to meet its sales requests. Receipts from the sales of the book by the Press were entered in a revolving account which was used for the receipts of other Press publications as well. The initial cash outlay of the outside organization was its "expenditure." Postings to three different accounts constituted the Press' expenditures.

The book was partially technical in nature and, at first, its acceptability by the public was looked upon dubiously. But sales of the book "went well" and, after most of the copies had been sold, both parties to the publication arrangement were anxious to know their financial status in regard to the book. The auditors in their position of third-party verifiers were called upon to work out a final cash settlement between the outside organization and the University Press that would be acceptable to both.

The management aiders accepted the request for a solution in order to aid the Press administration as well as the university business office administration, of which they were a part. Also the auditors believed the problem to be an extremely challenging one. This belief was later fully borne out when they discovered that University Press sales invoices were not filed by name of publication and that book expenses were not all identified clearly by the name of the pub-

Continuing a series of articles on the subject:

Auditors Aid Administration

3-Accounting for Receipts and Expenditures

A. E. MARIEN

Internal Auditing Division University of Illinois

lication they were incurred for. However, the Press did have on file monthly noncumulative sales reports, each one being a composite report for all publications.

In approaching the sales part of the problem, the auditors used the inventory-retail method. The following audit procedure was used twice as there were cloth-bound and paper-bound editions of the book selling at different prices:

Audit steps would be verification of (1) total books printed; (2) free copies; (3) damaged copies; (4) books available for sale; (5) books on hand; (6) books sold; (7) Step 6 at retail; (8) trade discounts; (9) net sales.

"Total books printed" was confirmed by visitation and correspondence with the printer. "Books on hand" was checked by physical count. All other items except Nos. 7 and 9, which are audit calculations, were verified on a test basis, certain monthly report figures being traced to sales invoices.

Of course, for the months selected, this meant an examination of each invoice written regardless of the publication sold since invoices were not filed by name of publication. All book expenses, regardless of the book they were incurred for, had to be examined for the entire span of time over which the collaborative book was "alive." Each expense item, with the assistance of the university's press department, had to be identified as "belonging" or "not belonging" to the cooperative book. Expenses were classified under the following categories: manuscript, art and design; printing and binding; advertising and promotion.

A final cash settlement was worked

out to the satisfaction of both parties. As a result of the auditors' performing this service to management, an additional opportunity was given them to improve the records of the University Press. Also, as a result of the auditors' final accounting for the receipts and expenditures of the collaborative book, the Press, on its own initiative, made some filing and accounting changes.

The auditors were contacted by the Press for suggestions on a revision of their "sales and inventory record." After a discussion of the problem, columnar headings agreed upon were as follows: totals by the month for gross sales; sales returns; adjustments; net sales, both for the month and cumulative; royalties; no-charge items, both sent and returned, and the final inventory figure.

Future considerations for this development were the addition of a column for sales discounts and allowances and the "tying in" of this and other records with the accounting division's control ledger sheet. Accounting changes made by the University Press itself were two in number. One copy of each sales invoice is filed now by title of the publication sold. Each expenditure is labeled clearly as being incurred for a certain publication.

In conclusion, the solution of the original receipts and expenditures problem achieved a chain of beneficial results. The primary lesson learned, though very basic in nature, was that, in the event of a financial arrangement with an outside party on a project involving receipts and expenditures, a separate accounting for them should be maintained.



story unit, housing the library, office and similar activities, cupied exclusively by classroom and related activities.

North elevation of Illinois' new law building. This two- is connected by a lounge corridor to a one-story unit oc-

LAW BUILDING at ILLINOIS

ERNEST L. STOUFFER

University Architect, University of Illinois

THE EXCITING NEW BUILDING CONstructed to house the University of Illinois College of Law is the result of the collaboration of a group of progressive college administrators willing to accept current functional architecture and the original use of construction materials, with an architect-designer with ideas, and the availability of (1) an architectural and engineering staff long experienced in college building construction to translate the original conception into sound building construction; (2) an adequate site sufficiently removed from the styles of older campus buildings to permit freedom of design; (3) the always necessary ample appropriation.

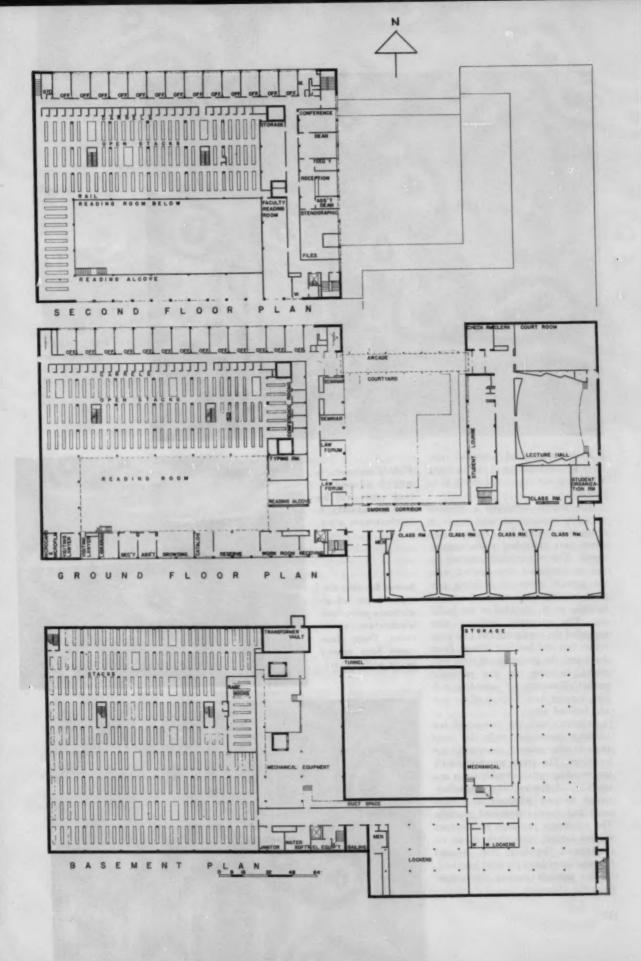
The building was designed by Ambrose M. Richardson, while head of the design department of the University of Illinois School of Architecture. Other architectural work was executed by the staff of the university architect. James G. Clark served as consulting structural engineer, and electrical engineering work was provided by Consulting Engineering Service.

The expansion of most universities has consisted of successive growing out of quarters and relocations of its various components. The university college of law has passed through just such cycles, having been moved from a former chemistry building to a former library building in 1925. Since

then both the college of law and mathematics department, housed in the same building, have continued to grow until it became necessary to relocate one or the other. It seemed best to assign all of Altgeld Hall to mathematics and to relocate the college of law. In July 1953 an appropriation of \$2,300,000 was made available for a new law building.

The largely self-contained activities of a law college permitted a detached relocation at the southwest corner of the academic campus on a site which before World War II was occupied by the R.O.T.C. military stables.

The design proved economical beyond all expectations so that the ap-





Left: Corridor and student lounge, which overlooks the beautifully landscaped courtyard.

propriation provided permitted complete air conditioning of the building, which was not expected initially to be possible.

The college developed a program of space requirements and needs in terms of net square feet of area, broken down into individual room requirements. This was carefully checked by, and an agreement was reached with, the general university building program committee as to the functional facilities to be provided in the building. The university architect then expanded the net square feet into gross square feet and building cubage. From the latter, the project costs were estimated, including for the particular project allowances for extending utilities, a major item, because of the new and isolated site.

Architects and the college of law building committee made the usual visits to other recently constructed law buildings. The group was particularly impressed by certain developments at a new U.C.L.A. law building, where classrooms without windows in certain areas had been constructed recently. The minimum provision of windows seemed logical, particularly in an air conditioned building, for reduced fenestration reduces the solar heat load. It also removes outdoor distractions from the classroom.

Right: Courtroom, in which it is hoped actual court will be held periodically, is in classroom wing.

Below: Smoking corridor from which students enter the windowless classrooms. These classrooms have proved highly satisfactory.







Since the building has been occupied, the law staff has found this arrangement of classrooms highly satisfactory. The windowless rooms are acceptable to the students for class periods, but they are not satisfactory for office workers or others who are housed for extended periods of time without an exterior outlook.

The planning of the building was relatively simple and logical, with all classroom and related activities in a one-story unit, and library, office and similar activities in an adjacent two-

story unit connected to the first unit on the south by a lounge corridor and on the north by an open arcade. The resulting enclosed beautifully landscaped court is a feature of the building.

A law college obviously revolves around its library, thus the dominant location of the library. It occupies most of the first floor, the ground floor, and the mezzanine in the west wing. The library is operated on the open stack principle. Staff offices are also located in this wing since the staff

continuously works with library material. Each member of the staff has a private office.

The original planning contemplated a basement area limited to the needs of mechanical equipment. However, soil borings indicated that it was desirable to put a basement under the entire structure. The 15 air conditioning systems and other mechanical equipment provided in the building occupy a considerable portion of this basement. The remainder is used for library stacks and for student lockers and toilets, as well as for general storage.

The building has been designed to meet the special functional needs of a law college, including large lounging corridors in the classroom wing, a courtroom in which it is hoped actual court will periodically be held, and a comfortable well equipped lounge for relaxation of both students and staff. A small kitchenette adjacent to the lounge may be isolated from the lounge by folding doors for coffee hour activities, or it may be utilized in connection with receptions or other social or semisocial activities.

Part of the assigned program for a completely integrated law school is the future construction of a residence hall on a portion of the site reserved for that purpose.

Top of Page: Library occupies most of the ground floor and the mezzanine in the west wing. Below: Typical private office provided for each staff member.



Do the provisions of the Fourteenth Amendment govern

Admission of Students to Endowed Colleges?



T. E. BLACKWELL

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ON APRIL 29, 1957, THE SUPREME Court of the United States ordered Girard College, supported entirely by income derived from an endowment fund created by the will of Stephen Girard, to admit two Negro students. Until this decision, students of the subject had assumed that the court would apply the nondiscriminatory provisions of the Fourteenth Amendment to the federal Constitution only to institutions supported by public funds or general taxation.

It is true that the high court based its unprecedented decision upon the assumption that the governing board of Girard College, i.e. the board of directors of city trusts of the city of Philadelphia, is an agency of the state of Pennsylvania. Since few, if any, other endowed colleges are governed by public trustees, the case may not have general significance unless the court should extend the inherent legal concepts to the full extent advocated in the briefs submitted by legal counsel of the applicants.

WILL DRAFTED IN 1830

In 1830 Stephen Girard drafted his will for the disposition of his enormous fortune. Its size may be appreciated by the fact that, in 1814, Girard had subscribed for 95 per cent of the war bonds issued by the federal government to finance the conflict of 1812. By the terms of his will, his

estate was to be utilized to establish and endow a college for the education of "poor male white orphan children," to provide a police system for the city of Philadelphia, for the support of Philadelphia Hospital, the Pennsylvania Institute for the Deaf and Dumb, the Orphan Asylum of Philadelphia, and for other charitable purposes.

Girard's heirs-at-law contested the will, but despite the eloquence of their attorney, Daniel Webster, all of the charitable bequests were upheld by the Supreme Court of the United States.¹ This, and other litigation with respect to this famous will has, according to Justice Bell, inspired tens of thousands of pages of court decisions and commentary.

Work on the buildings for Girard College was begun in 1833 and the college was opened in 1847. The principal building, designed by Thomas Ustick Walter, has been called "the most perfect Greek temple in existence." Walter was commissioned by President Fillmore to design the wings and dome of the Capitol in Washington. The curriculum of Girard College includes both vocational and college preparatory courses. The present enrollment is approximately 1200.

That portion of the Girard estate designated for the establishment and

Vidal v. Girard's Executors, 43 U.S. 127.

support of his college (approximately \$6 million) was left in trust to "The Mayor, Aldermen and Citizens of Philadelphia," their successors and assigns. In 1869 the state legislature provided² that all funds left in trust to the city would be administered by a board of directors of city trusts.

In February of 1954, William A. Foust and Robert Felder applied for admission. Their applications were refused on the ground that, as Negroes, they were not eligible under the terms of the Girard will. A suit was filed in their behalf to compel the trustees to enroll them. By a unanimous decision of the Philadelphia Orphans Court and by a 5 to 1 decision of the supreme court of Pennsylvania, the provision of the will was upheld.3 The majority and dissenting opinions of the court fill 46 pages of the published report—a most unusual verbiage, indicative, perhaps, of the emotional vehemence of the conflict of opinion on this subject.

The following are excerpts from the opinion of Chief Justice Stern, speaking for the majority of his court:

While it may seem unfortunate that the court is obliged to sanction the exclusion of any child from even a private school or orphanage because of race, creed or color if otherwise entitled to admission, the court is clearly of the opinion . . . that the beneficiaries of the charity of Stephen Girard are not being determined by the state of Pennsylvania, nor by the city of Philadelphia, nor by this court, but solely by Girard himself in the exercise of his undoubted right to dispose of his property by will, and, in so doing, to say, within the bounds of law, who shall enjoy its benefits.

"No right of the citizen is more valued than the power to dispose of his property by will. No right is more solemnly assured to him by law. Nor does it depend in any sense upon the judicious exercise of it. . . . It must be remembered that, in this country, a man's prejudice is a part of his liberty.⁴

"The question . . . narrows down, then, to the contention . . . that the trust . . . created in Girard's will is not a *private* trust, but that it comes under the principle of 'state action' within the compass of the Federal

⁸Act of June 30, 1869, P. L. 1276, 53, P.S. ¶¶ 6481-6486.

P.S. 95 6481-6486.

SIn Re Girard's Estate, 127 A2d 287 (1956).

⁴Caufman, v. Long, 82 Pa. 72.

Amendment because of the fact that it is the city of Philadelphia which is the trustee. . . .

"As a trustee it was to act and could act only in a fiduciary capacity, exercising no state or governmental function or power in the slightest degree, but being limited to the same rights, powers and duties, no more and no less, than those of any private individual or trust company acting as trustee."

CONCURRING OPINION

In the concurring opinion of Justice Bell we find the following arguments:

"The fallacy in the exceptants' position is their contention that Girard College should be regarded as a public school. It is not. . . Every dollar expended for the construction, maintenance and operation of Girard College . . . has come, and must come, from the Girard estate.

"If the present contention of the city is correct, its effects will be catastrophic on . . . church and charitable bequests as well as on the law of wills in Pennsylvania. The constitutional prohibition against discrimination in the Fourteenth Amendment . . . is not confined to color. It prohibits the states from making any discrimination because of race, creed or color. It follows, logically and necessarily, that an individual . . . cannot constitutionally leave his money to a Catholic, or Episcopal, or Baptist, or Methodist, or Lutheran or Presbyterian Church. . . . That would shock the people of Pennsylvania and the people of the United States more than a terrible earthquake or a large atomic bomb.

Despite this passionate protest of the Pennsylvania supreme court, the Supreme Court of the United States, in a brief and unsigned opinion,⁵ declared the following to be the law of the land:

"The board which operates Girard College is an agency of the state of Pennsylvania. Therefore, even though the board was acting as a trustee, its refusal to admit Foust and Felder to the college because they were Negroes was discrimination by the state. Such discrimination is forbidden by the Fourteenth Amendment."

⁶Commonwealth of Pennsylvania et al. ν. Board of Directors of City Trusts of the City of Pennsylvania. 77 Sup. C. 806 (1957).

⁶See Bell, Derrick, A. Jr.: The Girard Case—a Charitable Trust Faces the Fourteenth Amendment, Univ. of Pittsburgh Law Review, Spring 1957, pp. 620-640.

Your Financial Report Should Inspire Confidence

if you would interest businessmen and others in making contributions

J. HARVEY CAIN

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THE COUNCIL FOR FINANCIAL AID to Education has published a leaflet emphasizing that the college's annual financial report should be one to inspire confidence in the management of an institution. Corporate gifts to colleges have doubled in three years. If such gifts are to continue on the increase, as most college presidents hope, colleges must be prepared to explain to businessmen in terms they understand how efficiently college money is being spent.

EXPLAIN COLLEGE'S NEEDS

Speaking in the businessman's language of statement of financial position, net earnings and profits retained in the business, college executives are translating and perfecting their statements and reports to fit and explain the needs of college operations. These represent reports on stewardship. Every college, large or small, would find it worth while to review and improve its reporting procedures. It would go a long way toward making businessmen have a higher regard for college business management.

The basic purpose of any report is to furnish information that is necessary for dependable long-range judgments. The most urgent need for current information arises among college officers—presidents, deans and business officers of the college. Authoritative financial figures also have a tremendous

interest for friends of the institution, alumni and alumnae groups, and prospective donors.

The board of trustees assumes final responsibility for the administration of a college. If anything goes wrong in any phase of activities, the board is properly held finally accountable. In order to discharge its important financial responsibility, the board must have adequate information. Such information should be brought together in the form of a report built up with a logical and related series of exhibits that will reveal precisely the situation in each department of the college and that makes possible comparisons with other institutions. The reports should be presented substantially in accordance with the standards recommended by the National Committee on Preparation of a Manual of College and University Business Administrations, published by the American Council on Education.

IS DIFFERENT TYPE OF REPORTING

Many features of institutional accounting differ sharply from those of commercial accounting. The former has to deal with the technics and devices of nonprofit accounting. Those trustees who are especially capable in financial matters have drawn their experience from business or finance. They frequently expect reporting and accounting practices to follow commercial patterns. These are the main differences.

A college is a spending institution, not a profit making enterprise. A business to be successful must make profits and pay dividends. A college exists to spend money and to render a service. A social type of institution, it expects to spend all the income it receives for educational services. It should not incur deficits; neither should it accumulate a surplus. It endeavors to remain on an even balance. This is contrary to the motivation of a commercial enterprise. In order to approximate as closely as possible the even balance between income and expense, colleges operate on a carefully prepared budget. Every position and every expenditure are carefully surveyed. The necessity for following a closely budgeted pattern is quite different from the accounting procedures found in private enter-

JUDGING COLLEGE EXCELLENCE

A business enterprise is judged to a large extent by the assets it has accumulated. On the contrary, colleges do not achieve success because of their many ivy covered buildings, important as they are. Society judges colleges by the amounts of money spent for faculty salaries, administrative services, library and plant services. Most important of all, it judges colleges by the excellence of the educational service rendered students.

A college has no excuse for existence except to train students. Clarence Tracy states it this way: "The true test of a university's success is not the discoveries and inventions which its professors make or the books they write, but the sort of people its students turn out to be."

Three important exhibits should be included in every financial report. First is the balance sheet, which is related to all other exhibits and is the heart of the report. Second is a statement of income received from all sources. Third is a statement showing expenditures for all purposes. Supplementary exhibits cover current surplus and restricted current funds; loan, endowment and annuity funds; unexpended plant funds; funds for retirement of plant debt, and funds invested in plant, as well as agency funds.

In the second and third exhibits mentioned, the educational and general income (as well as corresponding expenditures which represent the educa-

tional program) should be set forth and listed separately from cafeterias, bookstores and other self-supporting enterprises, money for student aid, money for special research projects, and money for capital purposes. In other words, such segregation is made for the purpose of determining the true extent of educational expenditures and the sources of support therefor, e.g. public appropriations, student fees, private funds. This distinction is necessary when administrative and budgeting problems are being considered, and it is extremely important in making cost studies.

In the educational field, authorities have long advocated the functional classification of expenditures. A functional classification may be defined as a grouping of expense items according to the purpose for which the expense was incurred, for example, general administration, general expense, instruction, libraries, and operation and maintenance of physical plant.

There has been considerable resistance to this idea in state and municipal governments. They have preferred to retain for their appropriations the object classifications, such as salaries and wages, office supplies, printed forms, laundry and cleaning supplies, filing supplies, postage, telephone, bus fares, and a long list of items. However, the new idea of preparing budgets on a program or performance basis is changing all this. The budgets are being prepared to cover activities of individual schools, departments and units, and the accounting classifications are being revised to conform.

The various accrediting organizations require that the income and expenditures for the educational program be set forth in a separate section of the report in order that they may determine two of their most important financial criteria to be used in judging the educational excellence of an institution. These are the amount of educational income per student from stable sources, and the amount of educational expenditure per student.

BALANCE SHEET

The Balance Sheet is a statement of resources and liabilities and presents in a concise manner the financial condition of an educational institution at a stated period of time. It is basically a statement of historical facts. It is one of the principal exhibits in a college report. In order to distinguish clearly between different types

of funds, the accounts are drawn together in separately balanced sections, each section dealing with one type or group of funds, such as current funds, loan funds, endowment funds, plant funds, and agency funds. This is what is known as a "fund balance sheet."

It is based upon the fundamental principle of fund accounting, which has been stated many times by various authorities in the field of financial educational administration. It has been adopted by financial and business officers in the vast majority of colleges and universities.

The various explanatory statements of fund transactions and changes in funds are built around and supplement this exhibit. The funds belonging to each group should be scrupulously accounted for. There should be no commingling of funds. The term "fund" in college accounting includes assets, liabilities, reserves, principal and balances. In commercial accounting it refers only to a sum of money or other resources.

PURPOSE OF BALANCE SHEET

The main purpose of a balance sheet in a business concern is to list all the assets as of a certain date and to subtract therefrom a list of all liabilities. The resulting difference represents the net worth of the enterprise. The purpose of a balance sheet in an educational institution is considerably different. Colleges receive many different types of funds. The differences are determined by the restrictions placed upon their use.

The typical college has no composite net worth or surplus comparable to business enterprises. Some colleges receive funds from local, state and federal governments, from students, and from private sources, and these cannot be poured indiscriminately into a single pool for the purpose of meeting any and all obligations.

In only one section of the balance sheet, that which shows assets and liabilities of current funds, can a figure be shown (representing the difference between the two) which bears any resemblance to a "surplus" or "net worth" figure in private enterprise. As a matter of fact, therefore, most colleges have no such thing as a real "surplus account." Most of them keep a small cash balance to provide a minimum of operation flexibility, to meet unforeseen needs, and to add to the pressing demands of the following year's budget. Changes during the year

usually are set forth in a Statement of Changes in Surplus, and this important schedule should not be omitted.

It is a healthy sign that a number of colleges have revised their usual form of report and have made a great effort to present a more understandable document. The various college associations might consider following the example of industry and business in offering annual prizes for the best reports. Some significant changes in the contents of recent reports may be listed briefly as follows:

1. There has been a tendency to break down the categories of general administration and general expense into several additional groupings in order to make more detailed and meaningful comparisons with other institutions. For example: (a) general administration, consisting of chief administration-governing board, vice president and dean of administration. academic administration, business and financial administration, staff benefits; (b) student affairs administration: (c) public services and information; (d) general institutional expense.

2. Income and expenditures for research, especially when separately budgeted, are being reported separately. Many of these activities have little to do with the normal education of a student and distort the cost figures if not separated from educational and

general expense.

3. Current funds used for plant purposes are being transferred to the plant section for reporting purposes, a method that has been advocated for a long time. It has been customary for colleges to carry plant on the books at cost, for reasons that are well known. But some formula must be found, which can be generally agreed upon, for estimating the cost of new facilities needed. Such figures on a national basis are in great demand, and no two answers ever seem close.

4. When reporting restricted current funds, the actual amount spent is taken up in educational and general expenditures and the same exact amount is reported as income for the year. Balances of unexpended funds are reported in separate schedules.

5. When scholarships and fellowships are granted out of current income, student fees are reported as income at the customary rates and the amount of allowance granted to the student is reported as an expenditure for student aid.

6. Endowment income is being re-

ported on the securities listed in the reports, plus the amount received on securities sold. This is a shift from the former practice in many institutions of reporting income all out of proportion to the earnings on actual securities listed.

7. A schedule recommended by the National Committee, but appearing so far in only a few reports, is one showing status of borrowing on bond issues, mortgages, Federal Housing and Home Finance Agency, bank loans, and so forth, with the subsequent repayments of principal, and the amount of interest involved.

These are desirable improvements in the interest of standardization. Standardization does not mean putting all reporting in a strait jacket, but it will help businessmen understand college problems. There are still a number of institutions, some prominent large institutions among them, using terminology and schedules that differ from those recommended by the National Committee. The desire to be different has confused rather than clarified their reports. Eventually they may be convinced that it would be better to follow the substantial preponderance of authority in the National Committee recommendations and thus give a good example to the many smaller institutions that may be inclined to follow their leadership.

A survey of 56 institutions shows what is being done and not being done

To Prevent Fires in Residence Halls

JOHN MORRIS

Safety Supervisor, University of Health Service University of Minnesota, Mineapolis

A NEW APPRAISAL OF DORMITORY fire safety is being made, no doubt, on many a college campus following the series of destructive dormitory fires of 1956. Not only existing buildings but projected residence halls still in the drawing board stage must have consideration for structural integrity, adequacy of exits, and fire signal sys-

To find out to what extent our problems are shared by other colleges and universities, we sent out a questionnaire from Minnesota. Seventy housing officers were asked 15 yes-and-no questions, and 56 replies came back. All areas and all sizes of institutions are represented in the survey. The commentary originates in the replies themselves and also in the best available technical information on these matters.

The survey follows:

1. Do you hold dormitory fire drills? Yes, 45; No, 11. At what hour? Evening hours, 9 p.m. to 11:45 p.m. Exceptions, 5 p.m., 7 p.m., "any hour."

2. Are these drills announced or unannounced? Announced, 7; unannounced, 38. Of these 38, most held at least one announced drill at the beginning of the academic year.

3. What signal is used for fires or fire drills? Electric bell or horn systems were the rule in 42 instances. Two depended on room telephones, 2 on room buzzers, 1 on power plant whistle, 1 on hand bell signals, 2 respondents had no signal. (Six failed to answer.)

4. Do dormitories have fire alarm pull boxes on each floor? Yes, 40; No,

5. Are signal bells or borns located on each floor? Yes, 43; No, 11.

6. Are dormitory stairs enclosed (cut off by fire resistive enclosures with self-closing doors)? Yes, 43; No, 12. This point is considered of primary importance. The N.F.P.A. Code,* paragraph 3204, reads as follows: "All inside stairways shall be enclosed or protected to safeguard the stairway as an exit and to prevent passage of fire or smoke up the stairway opening. . ."

The questionnaire might also have asked whether such enclosed stairways are maintained, or made useless by wedging or tying back the doors. Several respondents qualified their replies because of variance between old and new buildings.

7. Are written emergency instructions posted or distributed? Yes, 33; No, 22. Materials returned with the completed questionnaire included good mimeographed instructions for (a) correct reporting of a fire; (b) correct routine for evacuation in fire or fire drill; (c) actual fire fighting instructions. One respondent makes good use of a printed floor plan placed in the student's room on which are indicated location of fire alarm, fire fighting equipment, preferred and alternate exit routes specified for that room.

8. Is a monitor system used for checking rooms to see if students have left? Yes, 46; No, 7. Monitor duty is frequently delegated to student floor presidents or floor representatives. Room doors usually are left open and lights left on to facilitate the room check.

9. Have you had had experience with false alarms? Yes, 25; No, 30. Several respondents reported that since expulsion of one or more students for this offense or tampering with fire equipment (Question 10) there has been no problem.

10. Have you had trouble with students misusing fire extinguishers or other equipment? Yes, 30; No, 23.

11. Do women's dormitories and other residences have exit doors locked

at night with dead boil or other key lock devices? Yes, 9: No. 45. . It is still the practice in some schools to maintain locked exit doors in women's residences, sometimes with the key under glass on or near the door. This is contrary to good safety practice. A better control is regular panic bar hardware, using a bell or other alarm to signal use of this door at improper hours. The N.F.P.A. Code, paragraph 3321, reads: "All doors on exits, or providing required means of access to exits, shall be so arranged as to be readily opened from the side from which egress is to be made at all times when the building, structure or area served is occupied. Locks, if provided, shall not require any key to operate from the inside except as otherwise permitted . . . for mental and penal institutions."

12. If you have an electrical signal alarm system: (a) Does signal ring alarm bells directly? Yes, 32. (b) Presignal stations only? Yes, 5. (c) Does signal system connect directly with municipal (or other) fire department system so the call is transmitted when alarm box is pulled? Yes, 5 only. (d) Does city fire department bave to be called by ringing alarm outside the building or by telephone? Yes, 38, principally by telephone?

13. Do you have any fire drills in buildings other than residences and dormitories? Yes, 6; No, 43.

14. Are fraternity and sorority bouses required to bave fire drills? Yes, 11; No, 28. The disparity between this response and that to Question 1 is probably not justified by any superiority of fire safety or construction, good house-keeping, or other factors in these buildings. Probably the average fraternity is not so safe as is the average dormitory and should be getting more attention from administrators with regard to fire safety.

15. Do students participate in planning and conduct of fire drills and other emergency routines? Yes, 28; No, 10. To what extent? Students are usually involved in monitor duty and membership on fire and safety committees. Dormitory officers in some schools accept planning and execution of fire drills as a part of their responsibilities. Students in at least one case take complete charge.

An interesting correlation appeared in the comparison of the findings from Questions 9 and 10 with those of Question 15. The 31 colleges showing participation of students in fire drill planning and execution listed 38 (64 per cent) favorable and 21 unfavorable answers under items 9 and 10. Conversely, those indicating no student participation (11 colleges) showed 16 favorable and 32 unfavorable responses in items 9 and 10. In other words, there appeared to be a distinct correlation between student participation and student self-discipline.

Standard requirements for residence hall fire safety emphasize these points:

 Enclosure of vertical openings, especially stairways, which would permit the upward sweep of fire and smoke.

 Alternate means of egress from every part of the building. Outside fire escape stairs are not a satisfactory substitute for inside stairs, but only an expedient to remedy an exit deficiency in the original construction.

3. Early knowledge and prompt warning of fire: (a) automatic fire detection systems; (b) automatic sprinkler system, detection and extinguishment or control; (c) fire alarm signal system to alert all occupants of the building and to call the fire department.

4. Emergency planning and organization. Fire drills. Written instructions. Coordination with the local fire department.

Short-Term Investing

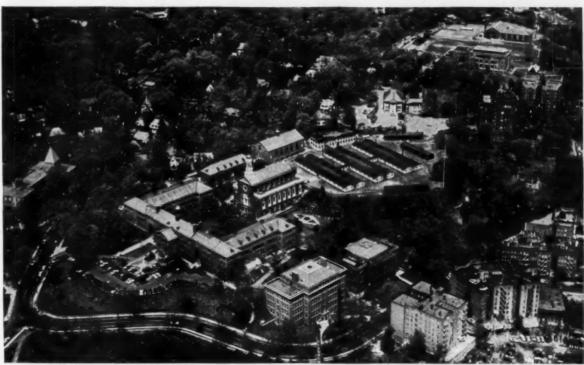
... is increasingly important to college and university investment personnel in their attempts to establish a profitable investment portfolio. In the August issue, C. John Kuhn of the C.I.T. Financial Corporation will offer some helpful hints on a short-term investment program.

^{*}Building Exits Code, National Fire Protection Association.

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NEWS

Unified Research Policy Being Planned . . . Minnesota Cuts Upkeep Costs of Motor Vehicles . . . August Brings Workshops for Bookshop Personnel, Housing Officers . . . Three Colleges Become Universities

Program at Minnesota Cuts Upkeep of Vehicles

MINNEAPOLIS.—Maintenance costs on a fleet of approximately 100 vehicles operated by the University of Minnesota have been cut substantially since a periodic checkup system and a training course for regularly assigned drivers were instituted five years ago.

Upkeep costs on university passenger vehicles averaged 9.1 cents per mile in the fiscal year 1950-51 before the preventive maintenance program was instituted. Since then, the costs have shown a steady drop—to 7.9 cents in 1951-52, to 5.7 cents in 1952-53, to 5.1 cents in 1953-54, to 4.9 cents in 1954-55, and to 4.7 cents in 1955-56.

The two major phases of the program are 1000 mile or 30 day checkups, including greasing, oil change, and complete inspection for mechanical defects or wear, and a driver training and technic course aimed particularly at accident prevention and reducing operating costs, according to C. T. Johnson, director of university services.

In the five years the program has been in effect, only one accident attributable to a mechanical defect, a brake failure, has occurred, Mr. Johnson reported. He also noted a reduction in direct costs of accidents, from \$3559 in 1952-53 to \$2117 in 1955-56.

"Although these accident costs do not represent a large figure," he pointed out, "our records indicate that a reduction in the accident severity coincides with a reduction in vehicle operating costs. We can only conclude that a driver who is safety conscious is one who drives his vehicle more carefully and therefore at less expense."

Utah State University

LOGAN, UTAH.—By action of the state legislature, the name of Utah State Agricultural College has been

changed to Utah State University of Agriculture and Applied Science. University officials believe the new name more adequately describes the educational program and brings it in line with other land-grant institutions.

Changes Name From State College to University

DEKALB, ILL.—On July 1 the name of Northern Illinois State College was changed to Northern Illinois University as a result of action by the state legislature.

The renamed institution will provide northern Illinois with university facilities in order to meet enrollment demands and its own expanding educational program. The population increase in Illinois from 1940 to 1950 was 815,000, and 690,000 of these people located in northern Illinois.

TV Math Students Get Higher Grades

ST. LOUIS.—Students in TV mathematics classes conducted by Washington University over station KETC earned considerably higher grades than those who took the course in the classroom.

A study reveals that 45.7 per cent of the TV instructed students received grades A and B, compared with 30 per cent of those who took the course in the classroom. Only 4.6 per cent of the TV group failed the course, compared to 11.4 per cent of the classroom students. University officials also reported that standards were improved with additional topics and more severe examinations.

When queried on the value of instruction via TV, students generally reported that they liked most the "uniform lecture and superior instruction, help sessions, and the flexibility of arranging the schedule."

N.A.C.S. Annual Summer Workshop August 4-10

OBERLIN, OHIO.—The tenth annual summer workshop sponsored by the National Association of College Stores for the training of college bookstore personnel will be held here August 4 to 10.

The two-year course covers the subject matter necessary for a knowledge of college store problems. Those in attendance will have the advantage of the program refined over the years to meet the needs of store management.

Instructors this year include Jack Worthington, N.A.C.S. president from the Princeton University store; John Morrill of the Harvard Cooperative Society; N.A.C.S. Vice President Helen Amberg of the Colgate University campus store; E. A. Moore of West Virginia Institute of Technology; Vernon Rohe of Heidelberg College, Tiffin, Ohio; Lee Landsittel of Lee's Book Store, Delaware, Ohio, and Del O'Hara of the W. C. Bunting Company, Wellsville, Ohio, the N.A.C.S. manufacturer's representative. The faculty has been selected to ensure a balance between large and small store instruction.

Housing Officers Annual Conference August 4-7

YPSILANTI, MICH.—Plans are going forward for the annual conference of the Association of College and University Housing Officers at Eastern Michigan College, Ypsilanti, August 4 to 7, according to Dr. Peter A. Ostafin, program chairman and a member of the administrative staff at the University of Michigan.

Conference sessions will open with an address by Dr. Robert D. Swanson, president of Alma College. Later the delegates will hear from Roger Allen, past president of the American Institute of Architects, who will



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PERFORMANCE PROVED MAINTENANCE MACHINES . SALES AND SERVICE IN PRINCIPAL CITIES

cover in some detail the magnitude of the task facing the residence hall architect as he looks toward 1970. Henry C. Allen, supervising engineer of the Michigan State Board of Education, will discuss with delegates the implications involved in the rising costs of construction.

At one session representatives of the contract division of Marshall Field & Company will discuss "Furnishings, Livability, Color and Construction."

The problem of financing university construction will be reviewed by Earl H. Cress, president of the Ann Arbor Trust Company of Ann Arbor, Mich., and Jay Du Von, director of the college housing program, Housing and Home Finance Agency.

The final session, dealing with problems of administration, will follow the Harvard case method. Prof. John Andrew Seiler of the Institute for College and University Administrators, sponsored by the graduate school of business administration at Harvard University, will lead a clinic type of class for this session.

Dr. Charles L. Anspach, president of Central Michigan College, will be the closing speaker.

Texas State College for Women Changes Name

DENTON, TEX.—By action of the Texas legislature and by the signature of Gov. Price Daniel of Texas, the name of the Texas State College for Women has been changed to Texas Woman's University. The name change goes into effect on August 21.

The change in the name of the only state supported university for women in the nation had the strong backing of the alumnae association, students, regents, faculty and friends of the institution, it is reported.

President John A. Guinn believes that the new name will enable the woman's university to compete on even terms with other universities in attracting research money and that it will encourage the support and improvement of graduate and professional programs.

Negro School Admits First White Student

GREENSBORO, N.C.—The state operated Agricultural and Technical College for Negroes in this city has admitted its first white student. He is Rodney Jaye Miller of Greensboro,



who is attending summer session, after having completed his first year at North Carolina State College in Raleigh. The student declares that the technical courses available at the Negro school are related to his field of study at Raleigh, where he is working toward a degree in heating and air conditioning.

President Warmuth T. Gibbs declares that Mr. Miller passed the college entrance requirements and is being treated as "just another student." Mr. Miller is married and the father of Accuses Wisconsin of Fostering Alcoholism

EVANSTON, ILL.—Wisconsin has moved to make its state universities "kindergartens for alcoholism," according to a statement by Mrs. Glenn G. Hays, president of the National Woman's Christian Temperance Union. Mrs. Hays was referring to a recently enacted measure of the Wisconsin legislature that permits beer drinking in student unions of the universities.

"One might logically assume that educational institutions should be placed where youth would be discouraged from drinking a beverage that makes one out of 20 drinkers an alcoholic, eventually," Mrs. Hays stated. She added that under the Wisconsin law educators "will find themselves acting contrary to what they teach about alcohol in their science and physiology classes."

Business Officers Plan Unified Research Policy

WASHINGTON, D.C. — Representatives of the National Federation of College and University Business Officers Associations, the Engineering Colleges Research Council, and the American Council on Education met recently to formulate a unified plan in regard to principles of determining allowable costs in regard to research grants for the federal government.

This action was prompted by a draft of a proposed statement of policy received from the Bureau of the Budget under date of April 22.

After the work of the joint committee on the statement of principles for determining allowable costs of research and development has been completed, the consolidated proposals accepted by the three national organizations will be submitted to the Bureau of the Budget. The proposal will be submitted by the special committee on sponsored research of the American Council on Education as the unified position of higher education in regard to allowable costs on research conducted for the government.

College administrators are being urged to obtain the Bureau of the Budget's "Statement of Principles" from one of the following persons: H. R. Patton, controller of Carnegie Institute of Technology, Pittsburgh; H. Ridgely Warfield, director of Institute for Cooperative Research, Johns Hopkins University, Baltimore, or Raymond F. Howes, executive secretary of the American Council on Education, Washington, D.C.

Sweet Briar Adopts Medical Insurance Plan

SWEET BRIAR, VA.—The board of overseers of Sweet Briar College recently voted approval of a major medical expense insurance plan for faculty and staff. Adoption of the plan, with maximum benefits of \$15,000, was approved by the board and will be put into effect sometime during the next

At Michigan State University...



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Attach to your letterhead and mail to: Huntington Chair Corporation, Huntington, W.Va. academic year after technical details have been cleared. Peter V. Daniel, treasurer of the college, reports.

The college initiated its series of personnel benefits some 20 years ago with a retirement and annuity pro-

Pitt to Open First Residence Hall-for Men

PITTSBURGH.—The University of Pittsburgh will enter a new era in the fall when for the first time it opens undergraduate residence halls for students wishing to live on campus. Dr. Charles H. Peake, assistant chancellor for student affairs, announced recently that by September rooms would be available for 250 men in Schenley House (formerly the Schenley Hotel, recently acquired by the university).

Accommodations for men will consist of single, double and a few triple rooms, most of them with private baths. In addition to student quarters, there will be an apartment for a faculty residence adviser and his wife. a lounge for residents of the house. and five single rooms for staff assistants, for the most part graduate and professional students. Students will

contract for room and board, with meals to be taken in the new cafeteria now being constructed in the building.

Yale Seminar Attracts 1000 Alumni, Friends

NEW HAVEN, CONN.—As a prelude to Yale University's alumni reunion week end in June, a four-day lecture series was offered for returning alumni. their wives, and parents of students.

University officials developed a program of a highly intellectual nature and were surprised when 1000 persons registered. They had expected a registration of between 35 and 200.

The "students" came from as far away as Alaska, Florida and California. Scientists, lawyers, doctors, engineers and business executives were serious in their desire to learn about "Problems in U.S. Foreign Policy" or "Basic Concepts of Atomic Energy."

The classes began at 9 a.m. and ended at 5:30, with an hour out for lunch. Students were encouraged to take one course, and cautioned about two, but a few signed up for all four COURSES

Gallaudet College Is Now Accredited

WASHINGTON, D.C.-For the first time in its history, Gallaudet College has been awarded accreditation status in the Middle States Association of Colleges and Secondary Schools by the association's commission on institutions of higher education, according to an announcement by Dr. Leonard M. Elstad, president of Gallaudet since

Following recommendations set up in 1952 by a visiting evaluation team from the Middle States Association of Colleges and Secondary Schools, the hundred-year-old institution has expanded its teaching staff, added departments, increased curriculum offerings, established a hearing and speech center, and started a 10 year building program. The college was actively supported by Congress and by the Department of Health, Education and Welfare in its efforts to win accredita-

Gallaudet College is the only institution of higher education in the world devoted exclusively to the education of and work with the deaf. It has countless visitors and educators of the deaf from the United States and foreign countries, many of whom come to



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Since its introduction in 1941, Kemrock has proved outstanding for laboratory table tops, work surfaces and sinks. In these 16 years, more than 1½ million square feet of Kemrock have gone into thousands of educational, industrial and hospital laboratories, most of it still in daily service.

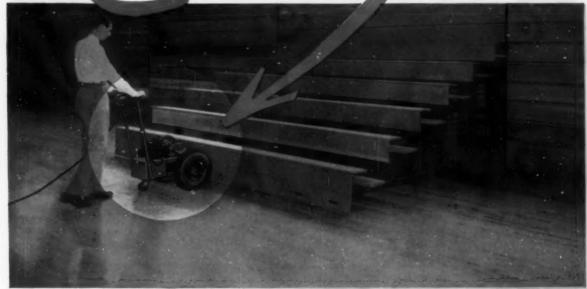
Made from a practically inert stone free of veins and seams, Kemrock is thoroughly impregnated and surface coated with a highly chemical-resistant resin, then baked at high temperatures. The finished tops—jet black in color—are remarkably tough, defiantly resistant to acids, alkalies, solvents, normal heat and severe abrasion. Takes a lot of abuse, yet comes up smiling with a minimum of care and maintenance.

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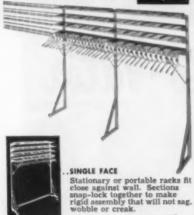


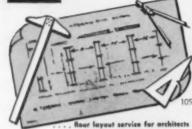


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study its administrative policies and procedures and its teaching methods.

Current enrollment is approximately 300; under its expansion program it is preparing for from 500 to 700 students.

Suggests Solutions to Increasing Enrollments

NEW YORK.—Two alternate solutions to the fast mounting administrative problem of heavy admissions pressure were proposed by Frank H. Bowles, president of the College Entrance Examination Board, in the board's annual report.

One solution would be for such colleges to institute a longer and more flexible cycle of admissions procedures, inviting and deciding on certain applications before or early in the applicants' twelfth grade year, Mr. Bowles suggested.

Each candidate for admission to a board member college now requires from seven to 10 admissions operations, he stated, while each of the scholarship applicants, who comprise about a fifth of all such candidates, requires from five to eight additional steps. The colleges carry applicants through these steps within a relatively short time.

"Yet the colleges could, with relatively little effort," he observed, "get in contact with all or nearly all of their candidates months earlier than they now do, could use a preliminary screening test to make advisory judgments on preliminary applications, and could begin to make negative decisions shortly after receiving the January or February test scores." Scores on College Board tests taken at the January and February administrations of the tests are reported to the colleges within five weeks.

A second feasible solution lies in an entirely different area. Mr. Bowles suggested "the design and administration of a central clearinghouse that would leave to the colleges the full exercise of admissions discretion, employing whatever combination of information and judgment they would wish to employ." Such a clearinghouse, he continued, would require "the collection and collation of hundreds of thousands of items of information from candidates and colleges" that are pertinent to scholarship as well as admission.

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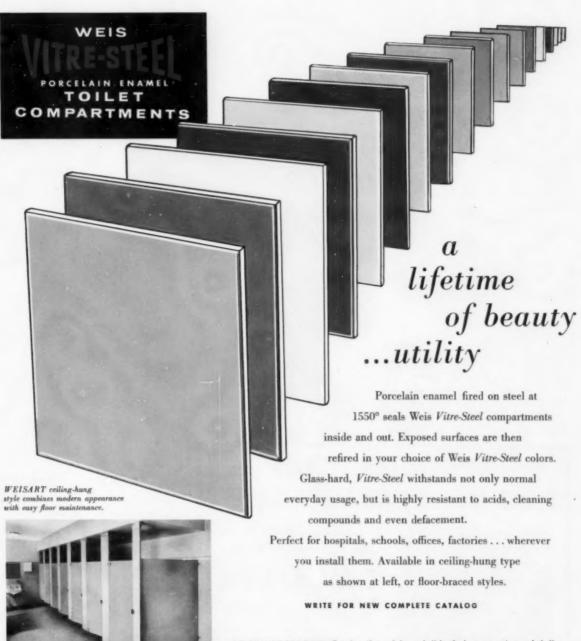
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All surfaces, concealed and exposed, shall receive a vitreous porcelain enamel ground coat. All exposed surfaces shall then be given a cover coat, in a color selected from the Weis color chart of decorator colors.

Doors shall be hung on WEIS gravity hinges with upper hinge mounted in recess in edge of door. Doors shall be fitted with alide bar latch, combination keeper and bumper and coat hook with rubber-tipped bumper, all to be brass, chromium plated. Latches and coat hooks shall be attached with theft-resistant screws.



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COMBINATION KEEPER AND BUMPER



COAT HOOK



CUTOUT TYPE TOP



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UNIVERSAL BALL BEARING GRAVITY TYPE

inghouse problems at a cost considerably lower than the costs incurred in present operations, and with more satisfactory results." Mr. Bowles declared.

"If application pressures on colleges in general, and particularly on board member colleges, continue to increase at the rate they have been increasing over the last five years, the admissions process, as we now know it, by 1960 will suffer a clerical breakdown," he asserted.

NAMES IN THE NEWS

Dr. Robert C. Anderson, memof the Southern Regional Education Board's staff since 1953, has been appointed its director, succeeding Dr. John E.



R. C. Anderson

Ivey Jr., who was recently named executive vice president of New York University. Announcement of Dr. Anderson's appointment was made by Gov. LeRoy Collins of Florida, chairman of the S.R.F.B.

Frank H. Bowles, formerly director of the College Entrance Examination

Board, is now president of the board. He has been associated with the organization since 1948. Before that he was director of admissions at Columbia University. The new office of president and a new board of trustees were set up by the College Entrance Examination Board in connection with its recent chartering by the University of the State of New York. Dr. Archibald MacIntosh, acting president of Haverford College, Haverford, Pa., is chairman of the board.

William C. Fels, associate provost at Columbia University, became president of Bennington College, Bennington, Vt., on July 1. Mr. Fels succeeded



filliam C Fe

Frederick Burkhardt, who resigned recently to become president of the American Council of Learned Societies.

Walter F. Campbell, acting manager of Rutgers University's bookstores since March 1956, has been appointed manager of university stores. He became acting manager of the bookstores when E. Hopkins Brill retired.

Herbert S. Soutar, who has been acting business manager of Newark College of Engineering for the past year, is now business manager. Mr. Soutar began



Herbert S. Soutar

his career at N.C.E. in 1950 as auditor in the finance department.

Dr. R. K. Johnson, business manager of Bob Jones University, Greenville, S.C., has been awarded the honorary degree of doctor of laws by the Bible Insti-



R. K. Johnson

tute of Los Angeles. Dr. Johnson has been business manager of Bob Jones University since 1933, and is also secretary of the board of trustees.

Norman W. Marble, formerly superintendent of buildings and grounds at Grinnell College, Grinnell, Iowa, resigned as of July 1 to become di-



forman W. Marble

rector of physical plant at Hamline University, St. Paul.

Anthony D.
Lazzaro, for the
last nine years superintendent of
operation and
maintenance and
assistant business
manager of the
University of



A. D. Lazzaro

Southern California, has been named to the newly created position of director of physical plant, which replaces the office of the university architect. Mr. Lazzaro will retain his title of assistant business manager.

Don A. Davis Sr., business manager of Hampton Institute, Hampton, Va., for eight years, will become director of





James W. Bryan

development at the college on September 1. James W. Bryant, assistant busi-(Continued on Page 50)

POWERFUL NEW PLUNGER CLEARS CLOGGED TOILETS IN A JIFFY!



- Accordion-action design to flex at any angle
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the sheltered side, and the sunny less than the shaded side. SelecTemp room heating units automatically hold the desired temperature in each room, whether heat loss or gain is great or small. When a window is opened in an overheated room, costly fuel is being wasted. With the SelecTemp heating system, overheating is avoided, because each room is a separate, self-regulating zone.

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ness manager for the past year, succeeds Mr. Davis as business manager. Mr. Bryant went to Hampton Institute from Texas College, Tyler, where he had been business manager for three

Dr. Jack S. Wilkes became president of Oklahoma City University on July 1. He succeeded Dr. Clustor O. Smith. president since 1941, who stepped

up to the newly created post of chancellor for the university.

Earle L. Washburn, controller of New York University and a member of the N.Y.U. business staff since 1913, is retiring after 44 years of service with the



university. In 1926 Mr. Washburn wrote one of the first books on institutional accounting, has been the author of a number of articles on the subject, and has served on the editorial board of College and University Business and New York Certified Public Accountant

Morton A. Rauh, business manager of Antioch College, Yellow Springs, Ohio, will be on sabbatical leave next year with an assignment from the Institute for College and University Administrators to write a handbook for (Continued on Page 54)

DIRECTORY OF ASSOCIATIONS

National Association of **Educational Buyers**

President: J. S. Reaves, University of Florida; executive secretary: Bert C. Ahrens, 1461 Franklin Ave., Garden City, N.Y.

College and University Personnel Association

President: James N. Ewart, California In-stitute of Technology; secretary-treasurer: Shelton F. King, Carnegie Institute of Technology; executive secretary: Donald E. Dickason, University of Illinois. Permanent head-quarters, 809 S. Wright St., Champaign, Ill.; Kathryn Hansen, editor, C.U.P.A. Journal. Convention: Aug. 4-7, University of Colorada

rado Boulder.

National Federation of College and University Business Officers Associations

President: C. O. Emmerich, Emory University; vice president: Kurt Hertzfeld, University of Rochester; secretary-treasurer: George Greene, California Institute of Technology.

Associations of College and University Business Officers

American Association

President: William M. Jones, North Carolina College; secretary: B. A. Little, Southern University.

Convention: April 24-26, Willard Hotel, Washington, D.C.

Central Association

President: Parker Hall, University of Chicago: University of Oklahoma; secretary-treasurer: Ralph Olmsted, Evansville College, Evansville, Ind.

Eastern Association

President: John Schlegel, Lafayette College; secretary-treasurer: Kurt M. Hertzfeld, University of Rochester.

Southern Association

President: Claude M. Reaves, Huntingdon College; secretary: C. O. Emmerich, Emory University.

Western Association

President: Kenneth A. Dick, University of Idaho; secretary: Robert B. Gilmore, California Institute of Technology.

Association of College Unions

President: George Donovan, Pennsylvania State University; secretary-treasurer: Edgar A. Whiting, Cornell University; editor of publication: Porter Butts, University of Wis-

Canadian Association of University Business Officers

President: B. F. Macaulay, University of New Brunswick; secretary-treasurer: F. J. Turner, Carleton College.

American College Public Relations Association

President: Lynn Poole, Johns Hopkins University; executive secretary: W. Noel Johnson, 1785 Massachusetts Ave., Washington, D.C.

National Association of College Stores

President: Ray Vanderhoef, Iowa Supply Co., Iowa City, Iowa: general manager: Russell Reynolds, Box 58, 33 West College Street, Oberlin, Ohio.

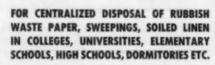
Association of College and University Housing Officers

President: Donald W. Kilbourn, Central Michigan College; secretary-treasurer: Leonard A. Schaadt, University of Michigan. Convention: Aug. 4-7, Ypsilanti, Mich.

National Association of Physical Plant Administrators of Universities and Colleges

President: W. P. Wetzel, Temple University; secretary-treasurer: A. F. Gallistel, University of Wisconsin.

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Being solid plastic, beautifully wood-grained, there are no laminations to separate or become unsightly. Black tubular steel frames, smartly contemporary, are Bonderized for protection against rusting, chipping, cracking and peeling. Required Reading: Troy's special Contract-Americana folder and price list. Write for your copy today, or visit our contract showrooms.

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(Continued From Page 50)

college trustees. The institute's headquarters are at the Harvard Graduate School of Business Administration.



Manuar D. William

Harvey D. Willson, treasurer and business manager of the University of Denver, has been named vice chancellor for business and financial affairs.

Mr. Willson was acting dean of administration at the university when, in 1947, he took a leave of absence to become manager of revenue for the city of Denver. He rejoined the university staff in 1953 as treasurer and a year



W Lales

P. L. Davis G

later became business manager. Mr. Willson's promotion has brought about three other promotions. William Leino, controller and assistant treasurer since October 1954, becomes business manager. Philip L. Davis, university financial officer since December 1953, succeeds Mr. Leino as controller, and Glenn Davis, who has been assistant business manager since 1954, becomes manager of the university's plant and services.

Lyle M. Nelson, assistant to the president of San Francisco State College, has been named director of university relations at the University of Michi-



Lyle M. Nelson

gan, Ann Arbor. His appointment will become effective on or before September 1. He will succeed Arthur L. Brandon, who resigned to become a vice president of New York University.

Rev. Dr. Samuel Sandmel has been named provost of the Hebrew Union College-Jewish Institute of Religion in Cincinnati, according to Dr. Nelson Glueck, the president.

Harry Stanley Rogers, president of the Polytechnic Institute of Brooklyn since 1933, died June 6. He was dean of engineering at Oregon State College when he accepted the presidency of Polytechnic Institute.

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Administrative Assistant to Controller, Treasurer and Business Manager—27 years experience private business; 14 years general manager; 13 years treasurer; experience in finances, accounting, purchasing, personnel; college graduate; B.A. degree; married; 2 children. Write Box CW 351, COLLEGE AND UNIVERSITY BUSINESS.

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Business Manager — Experienced; success in managing, government construction; proven ability in financial reports, investments, supervision purchasing, bookstore, maintenance, dining hall; desires change. Write Box CW 329, COLLEGE AND UNIVERSITY BUSI-NESS

Business Officer—Broad experience business management: State and Protestant supported institutions: desire situation challenging ability develop better business management. Write Box CW 334, COLLEGE AND UNIVERSITY RUSINESS.

Business Officer—Ten years business manager liberal arts college; all aspects business management; accounting, maintenance, purchasing, auxiliaries, financial statements; desire change for professional advancement. Write Box CW 352, COLLEGE AND UNIVERSITY BUSINESS

Bookstore Manager-Purchasing Agent—45 years old, college graduate, several years experience; also experience with university printing and public relations department. Write CW 311 COLLEGE AND UNIVERSITY BUSINESS.

Housekeeper — Thirteen years experience as house manager of men's dormitories in liberal arts college; available September 1. Write Box CW 357, COLLEGE AND UNIVERSITY BUSI-NESS.

Superintendent of Buildings and Grounds—15 years supervisory and administrative experience in all phases of plant engineering; present position Director of Operations and Maintenance for world wide organization; associate member of AIEE; member of IES; age 37. Write Box CW 355, COLLEGE AND UNIVERSITY BUSINESS.

Treasurer-Comptroller—Comptroller and member of board of directors of large manufacturing company with international distribution seeking opportunity as financial officer for university: strong in administrative skills and analytical ability; university degree; age 43; married, three children. Write Box CW 354, COLLEGE AND UNIVERSITY BUSINESS, in complete confidence.

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Accounting Instructor or Assistant Professor—Possibility of business consulting: Master's Degree: teaching, practical experience and maturity required: single man: maintenance, round trip travel, lodgings, fringe benefits and salary under a three-year contract. ROB-ERT COLLEGE, Istanbul, Turkey. Apply Near East College Association, 40 Worth Street, Room 521. New York 13, New York.

Chief, Plant Operations—Man, preferably between 35 and 45, for position in leading college in New York State; broad administrative responsibility; experience necessary in all phases of plant operation, maintenance and alterations, supervision of custodial services. Send complete resumé of background and experience to Box CO 225, COLLEGE AND UNIVERSITY BUSINESS.

Dietitian—Co-educational college; service for 450; excellent kitchen and dining facilities; cafeteria style; college graduate with experience in food service; man or woman. Send statement of training and experience and recent photograph to Mr. T. S. Morck, Business Manager, TEXAS LUTHERAN COLLEGE, Seguin, Texas.

Director of Union and Student Activities—The University of New Mexico is completing plans for a \$3,000,000 Union scheduled for opening in fall of 1959: the position of Director is now open: while the Union is under construction it is expected that the Director will devote a large share of his time to planning for its staffing and equipment; meanwhile, he will direct present Union and supervise all Associated Students enterprises. For further details write Director of Student Affairs, UNI-VERSITY OF NEW MEXICO, Albuquerque.

Food Service Director—College graduate; at least three years experience in food management in a college or similar institution; this is a permanent position with a small college: present enrollment of about 600; and with anticipated enrollment finally of 1290; the college is located in a small city of 25,000 in the middle west. Send complete resumé of background and experience to Box CO 229, COLLEGE AND UNIVERSITY BUSINESS.

Internal Auditor—University and ICA records under comptroller: three year contract; round trip travel; \$6,000-\$7,000 annually; U.S. tax exempt. AMERICAN UNIVERSITY OF BEIRUT, Lebanon. Apply Near East College Association, 40 Worth Street, Room 521, New York 13, New York.

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Also figures seating capacity per gym size...or vice versa

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Designed by Universal engineers after years of on-the-job experience, this new, improved calculator will give you the proper balcony height for ideal seating sight line in relation to main floor seating. At the same time, it shows how good planning can reduce ceiling height to a practical minimum. for big savings in both building and heating costs. This valuable calculator also figures seating capacities in relation to gym sizes, has 1/18", 1/2" and 1/4" scales as well as a standard rule... plus handy eraser shields. Send coupon today for as many as you can use. No cost or obligation,

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I would like ______ (how many) of your improved calculators which can be used to advantage in planning a new gym. This request involves absolutely no cost or obligation to me.

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WHAT'S NEW

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Classroom Chair Facilitates Good Posture



The new Virco No. 260 Classroom Chair has been designed with modern contemporary lines and engineered to make good posture a natural seating habit. A contoured plywood seat and back is supported on a sturdy rolled tubular steel frame finished in a choice of suntan, aqua-green, blue or coral baked-on enamel. The new chair is available in eight seat heights from 11 to 18 inches and has pivoting and selfleveling leg glides to ensure non-slipping and mar-free floors. Virco Mfg. Corp., P.O. Box 44846, Station H, Los Angeles,

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Paint Washed Away with Remover

Paint, varnish and lacquer are easily removed from wood and metal surfaces by applying a new paint remover with an ordinary paint brush and directing a strong spray of water on the coated surface. Known as Rinse Away Paint and

Varnish Remover, it allows paint to be Remote System washed away within 15 to 30 minutes after application, leaving bright, clean surfaces which need no other treatment before repainting. Rinse Away remover leaves no residue, is non-inflammable and may be used as a cleanser in reconditioning old bristle and nylon paint brushes. Pittsburgh Plate Glass Co., 632 Ft. Du-quesne Blvd., Pittsburgh 22, Pa. For more details circle #700 on mailling card.

Complete Remote Control on Vidicon TV Camera

The new Tarzian Vidicon Television Camera is designed with complete remote control facilities for closed-circuit educational television. It provides broadcast pictures of 600 lines or more while providing remote pan and tilt and complete remote control over the lens. It also

has provision for remote operation of the zoom lens with control over zoom, iris and focus. The remote control vidicon can be mounted on a tripod or permanently mounted on a wall or ceiling bracket. Sarkes Tarzian, Inc., Broadcast Equipment Div., East Hillside Dr., Bloomington, Ind.

For more details circle #901 on mailing card.

Aluminum Foil for Institutional Use

Kaiser Aluminum has introduced its aluminum foil in three different widths and three thicknesses specifically for institutional use. The new foils are available in a 12 inch width in the standard household gauge, and in a 15 inch and 18 inch width, both in heavy and extra-heavy gauge. The foil comes in both 25 and 50 pound rolls shipped in a sturdy corrugated dispenser package with a metal cutting edge and interior wooden roll rack. Kaiser Aluminum & Chemical Corp., 1924 Broadway, Oakland 12, Calif. more details circle #902 on mailing card.

(Continued on page 58)

for Radiation Monitoring

Students and professors working in areas where radio isotopes are being used can be protected through use of the new remote multi-channel radiation monitor system recently introduced. The system is effective for area and background monitoring for personnel protection, exposure and health monitoring, and film exposure determination. Model UAC450 is a compact five-channel master console type remote monitor located at a central control station and can be used to monitor radiation up to several thousand feet away in each of five different locations. Each channel is independent of the others and is connected to an automatic alarm. Universal Atomics Corp., 143 E. 49th St., New York 17.
For more details circle #903 on mailing card.

Tilting Back Chair Is Inexpensive

An attractively designed chair for lobbies, student unions, dormitories and other residence halls is offered in the new Baumritter Viko tilt-top chair. Available at an unusually low price for the quality, the chair features upholstered seat and back cushions suspended on a frame of Nubian steel. The back cushion tilts 45 degrees for proper back support and comfort without a heavy look. Viko plastic upholstery is attractive and washable, available in either Stardust or Ripple pattern in a choice of several

The modern "Wall-Saver" construction features specially angled back legs to pre-



vent soil and damage to walls. Polished brass is used for the self-leveling leg ferrules and back rods. Baumritter Corporation, 171 Madison Ave., New York 16. For more details circle #904 on mailing card.

COLLEGE and UNIVERSITY BUSINESS





Sound Conditioning

Products to Meet Every Sound Conditioning Problem . . . Every Beliding Code—The Colotex Corpor 120 S. LoSalle St., Chicago 3, Illinois * In Canada: Dominion Sound Equipments, Ltd., Montreal, Ch.

Without cost or obligation, please send me the Acousti-Celotex Sound Conditioning Survey Chart, and your booklet, "Sound Conditioning for Schools and Colleges."

Institution. Address Zone___State Compact Slide Projector Has On-the-Top Controls

The new Kodak 300 Projector features "On-the-Top" controls for easier and



more efficient operation. The modern compact size is made possible by the use of the recently developed short 300watt projection lamp. A choice of two slide-changer systems is available for the new projector. Model 1 is equipped with the new Kodak Readymatic Changer which moves the slide into projection position with a rotating movement so that slides do not tend to catch on each other. Model 2 has an automatic magazine changer through which slides can be permanently stored and protected in individual metal carrier frames. Eastman Kodak Co., Rochester 4, N.Y.
For more details circle #905 on mailing card.

Kent Drum-Seal Facilitates Boiler Clean-Out

Soot and dirt from boiler cleaning or any heavy wet or dry vacuuming job can be handled efficiently with the new Kent Drum-Seal. Developed to fit over any container or drum normally used to hold waste or trash, the Drum-Seal is designed to hold a Kent vacuum head which provides the necessary suction. The Drum-Seal, with a motor head from one of the four Kent Turbo-Vac models, provides an effective boiler cleaning unit with the large container serving as the dirt receptacle. Kent Company, 736 Canal St., Rome, N.Y.
For more details circle #906 on mailing card

Moss Pattern Added to Koroseal Line

A new Koroseal pattern called "Moss' has been added to the Goodrich line of vinyl wall covering and upholstery material. The attractive swirling pattern is made with elastic back for upholstery use and in special construction for wall covering. It is available in pink, mist green, flame, two shades of white, turquoise, maple, dark green, mocha and cantaloupe for walls and upholstery, and gray, yellow and Wedgewood for wall covering only. B. F. Goodrich Industrial Products Co., Plastic Products, Marietta, Ohio.

For more details circle #907 on mailing card. (Continued on page 60)

Aluminum Folding Partition Features Walk-Out Control

The Haws folding partition is now equipped with a new "walk-out" control located in the leading panel so that the operator may walk with the partition, observing both sides as it opens or folds. This feature provides added safety, particularly when children are in the area, by eliminating the blind side during

Each panel of the Haws folding partition is equipped with a sponge rubber foot to compensate for floor irregularities, to assure a tight floor seal its entire



length and to eliminate the need for a floor track. The partition is reinforced with a heavy hardboard liner between the core and aluminum skin to a height of eight feet to protect against damage and wear. Robert Haws Co., 15722 Telegraph Rd., Detroit 39, Mich.

ore details circle #908 o e mailing card.



-K LEARNING



SAVES YOUR CARPETS

DO YOU KNOW?

Tinolan process was developed at a leading museum to restore priceless tapestries and other wool fabrics. It revives colors and conditions to renew the natural "spring."

Pile that has been matted by traffic and by scrubbing is remarkably improved and Tinolan conditioning removes the dirt "attraction" of soaps and detergents so rugs stay clean longer. Also, Tinolan mothproofs as it cleans.

Easier-Costs less

Rugs and carpets can be treated without removal, are back in service the same day. Tinolan costs less than usual methods . . . less money . . . less work.

Write for trial offer data.

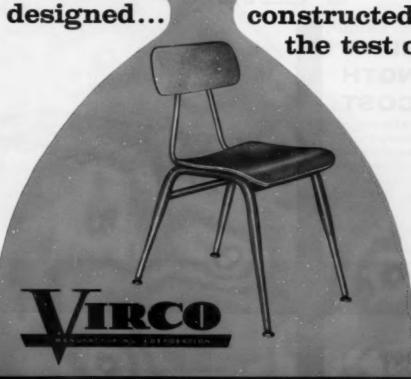
The Tinolan Company of America, Inc., Wallingford Rd., Media, Pa.



#277 NEW **IMPROVED** CHAIR DESK

Versatility is the word for this completely new Virco unit. Attractive in design, yet sturdily constructed, its many exclusive Virco features will make it a best seller in 1957. The chair construction is of tubular metal framework, supporting a contoured plywood seat and back and a large plastic covered working surface. This unit has the newest design in a permanent book compartment. Available in 13°, 15° and 17" seat heights. The desk top section is maintenance-free Vircolite mar and stain resistant "Tops of Quality.'

constructed to stand the test of time



VIRCO ALL NEW #260 SERIES CHAIR An attractive new chair by Virco featuring modern contemporary design and postureperfect engineering to school board specifications. This chair is ideal for any grade school class. Available in 8 seat heights from 11" to 18". Outstanding features: sturdily constructed of tubular steel, multiple contoured seat of 5 ply hardwood-plywood, and contoured back of 5 ply hardwoodplywood. Metal finishes are suntan, aqua-green, blue and coral in baked-on

Mfg. Plants—Los Angeles, Calif. and Conway, Arkansas. Warehouses in principal cities Makers of America's Most Complete Line of "Specified" School Furniture

Teachers' Desk With Nevamar Surfaces



A new teachers' desk in contemporary design is surfaced with Nevamar, the high pressure laminate which resists stains and wear, making it practical for everyday school use. The desk is available in two sizes, 24 by 28 and 24 by 54 inches. The large and expansive drawers are mounted on steel channel frames with roll-free plastic glides for easy and neverfail operation. National School Furniture

Co., Odenton, Md.
For more details circle #909 on mailing card.

Beverage and Milk Coolers Are Easy to Load

A completely new line of twenty models is now available in Foster Beverage and Milk Coolers. Designed to meet every need for coolers, the line includes five self-contained and five remote models. All are finished in attractive Satin-

tone. They have twin fan cooling systems for quick pull down and heavy duty service and are available in sizes from 12 to 40 cubic feet capacity. The new models are easy to load and easy to use. Foster Refrigerator Corp., Mill & N. Second Sts., Hudson, N.Y. For more details circle #710 on mailing card.

Caster Lock Has Kick Release Bar

A kick release bar is now standard equipment on the Bassick F410 Position Lock for casters on trucks, scaffolds and other mobile equipment. The shoe is set securely in contact with the floor by an easy downward pressure on the pedal and a downward pressure on the kick bar easily releases the lock. Locking pressure can be controlled to ensure secure holding, even on uneven floors. The Bassick Co., 3045 Fairfield Ave., Bridgeport 5, Conn.

For more details circle #911 on mailing card.

Ultrasonic Generator

Can Be Used Under Water

The new Dakon Model UTG-1 Ultrasonic Generator is the product of several years of research, testing and development. The entire assembly of the precision-engineered instrument is hermetically sealed for use in underwater treatment. Features of the instrument include a

(Continued on page 62)

precision frequency-stabilized oscillator which is described as being unaffected by time or severe usage. Parts are treated to give top service with minimum maintenance or repair.

A new sensing circuit automatically cuts off power to the transducer if it should become accidentally damaged. This circuit also energizes an audible signal to the operator that contact is insufficient for adequate therapy. The new unit complies with all FCC requirements as to minimum conducted line and radiation interference, according to



the report. It is available in ivory, green or salmon finishes. Dakon Tool & Machine Co., Inc., 1836 Gilford Ave., New Hyde Park, L.L., N.Y.

For more details circle #912 on mailing card.

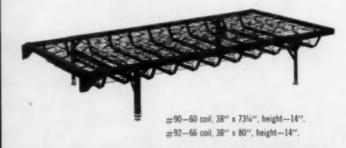
STRENGTH LOW COST

This is the bed designed to stand-up under unusual dormitory usage.

Long-life . . . you'll have no replacement problems . . . do as many large, leading colleges and universities have done* . . . order the Moorest Dormitory Bed.

*Names upon request.

Moorest Dormitory Beds





THE MOORE COMPANY, Muncie, Ind.

The Moorest Dormitory Bed is constructed with extra sturdy steel angle frame. Cross helical coil top springs, 5/8" bands lengthwise and crosswise for added strength. Brass leg mounts and large glides. Brackets for attaching headboard.

Write for more information

It's Aciake again! America's Finest **Aluminum** Windows

Only Adlake combines these 6 basic advantages:

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- . Minimum air infiltration
- . No painting, no maintenance
- · Finger tip control
- No rattle, stick or swell
- Guaranteed non-metallic weather stripping

Also, Double-hung Windows with **Patented Serrated Guides**

Adams & Westlake



Building: Immaculate Conception School and Convent,

Architect: John J. Flad & Assoc., Madison, Wisc. Contractor: T. S. Willis, Janesville, Wisc.

Type: Adlake Curtain Wall and Projected Windows

Table and Bench Unit Folds into Shallow Pocket



The new Schieber Compac-Fold table and bench unit folds into a wall pocket approximately five inches deep. A double depth pocket is also available which contains two complete sets and is only 10 inches thick. The pocket construction is ideal for modern structures having large window areas with restricted wall space.

The Compac-Fold unit seats 20 children and may be detached from the wall for use in other locations. Tables and benches have a strong one-inch all-steel tubular understructure and tops are Philippine mahogany surfaced with longwearing plastic. Pockets are all-steel and are protected against twisting and bending with concealed welded-on steel reinforcing strips. Schieber Sales Co., Beech Road Station, Detroit 39, Mich.

For more details circle #913 on mailing card

Lens Bracket Developed For Wide Screen Projection

The Superama '16' lens for wide screen projection is designed for both taking and projecting regular 16mm wide screen motion pictures. Brackets to fit Bell and Howell, Ampro and Victor Arc projectors are now available for the dual purpose lens. Pictures taken with the Superama squeeze an image twice as wide as normal onto the conprojected through the Superama lens, the image is "unsqueezed," giving a projected picture double normal width. Radiant Mfg. Co., 2627 W. Roosevelt Road, Chicago 8.
For more details circle #914 on mailing card.

Photocopying and Duplicating Combined in One Unit

The new A. B. Dick Photocopy Duplicator not only makes instant copies of single sheets of paper as well as book or magazine pages but also can be combined with offset duplicating to produce hundreds of copies in minimum time. This is possible as the unit accommodates a new aluminum transfer offset plate on which original material can be copied in less than two minutes to start the duplicating operation. The plate will produce several thousand copies.

The new Model 112 produces sharp (Continued on page 64)

black on white copy of any original material, including color pictures, pen and pencil writing and material printed on both sides. The photocopy duplicator can be operated in strong room light as it employs slow negative paper and the flat exposure section protects the negative. Material to be copied is laid flat in the exposure area permitting card stock, art posters, and pages from bound volumes to be readily copied. Maximum ventional sized film. When the film is copy area is 9 by 141/2 inches but material up to 10 by 151/2 inches can be



placed in the exposure area. A. B. Dick Company, 5700 W. Touhy Ave., Chicago 31.

or more details circle #915 on mailing card.

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Glorious bell music at moderate cost. Automatic ringing of 168hour programs. Hour Strike, chimes, Westminster Chimes, peals, carillons, or single bell, available.



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Why wood furniture?

Only wood furniture has warm beauty combined with lasting durability. Wood is pleasant to touch, rich in appearance, easy to keep clean and polished. Wood takes heavy punishment. It is difficult to mar, scratch or dent and will outlast other materials many times over. Wood is beautiful. Wood is economical.



Typical construction features of Carrom wood furniture



Carrom wood furniture?





Carrom Furniture is made of beautifully grained Select Northern Hard Birch, the finest and strongest of woods. It is constructed in a manner that assures long, trouble-free service, even though subjected to extremely hard usage. And Carrom Furniture is finished with Enduro, a strong, hard, durable finish, which not only protects against scratches, burns and stains but also brings out warmth and beauty, adding new distinctive lustre. In Carrom you find the styling you want—traditional or modern; standard or special. Make your choice of furniture Carrom Wood Furniture. Write today for our complete, illustrated catalog.

CARROM INDUSTRIES, INC.
Ludington, Michigan



Illustrated are a few of the many Carrom wood furniture designs.

What's New . . .

Vending Machine Uses Regular Coffee



The new Vendo Coffee Vending Machine uses vacuum-packed cans of coffee for on-the-spot brewing. Called infusion brewing, a can of coffee is automatically punctured at both ends when the machine is activated. Jets of hot water are forced through under pressure and the coffee acts as a filter with

the grounds remaining in the can.
The vendor holds 54 cans, each of which produces approximately 16 cups of coffee. The customer has five choices: black, with cream, with sugar, with cream and sugar, and with double sugar and cream. Hot chocolate is also available in the machine. The Vendo Co., 7400 E. 12th St., Kansas City 26, Mo.

Posture-Control Desk with Offset Movable Pedestal

The new Model 67 General Desk provides natural good posture and seating comfort at economy price. The one-piece body-contour seat-back rests on an offset movable pedestal and neoprene rubber

The new desk top is Marblyke which withstands abuse and everyday use and



the tubular portion is a combination of 11/4 and 2-inch 14-gauge steel tubing. The all-welded frame is finished in Arabian Sand baked enamel. The desk is available in 16, 17 and 18-inch heights and may be equipped with a wire book rack. General School Equipment Co., 869 Hersey St., St. Paul 14, Minn. For more details circle #917 on mailing ca

Eve-Wash Fountain for Laboratory and Gym

Designed for use wherever students are exposed to material hazardous to eve or body, the Haws Emergency Eye-Wash and Drench Shower Facility will prove valuable. It is designed to provide immediate, effective first aid in the laboratory, athletic and other departments.

The Haws Emergency Eye-Wash Fountain has special twin fountain heads, with automatic volume and pressure controls, to project streams of water safely into the eyes, flushing out dangerous matter. Harmful chemicals or metal or other particles are washed away from the eye. The simple manual or treadle



controls can be used even by a student or instructor who is temporarily blinded. The Drench Shower is simply activated by either treadle or pull-chain controls. It sends a sudden flood of water upon contaminated clothing or parts of the body, washing away injurious matter. Haws Drinking Faucet Co., 4th & Page

Sts., Berkeley 10, Calif.
For more details circle #918 on mailing card.

Shatterproof Receptacle for Apsco Pencil Sharpener





The new Cycolac-r receptacle for the Apsco Dexter Super-10 and Dandy Super-10 model pencil sharpeners is a rugged, shatterproof unit. The test illustrated indicates the strength of the receptacle which remained under the wheel of a 2500 pound sports car for more than twenty minutes without showing damage or strain. It is engineered of a special material described as being indestructible when fabricated. Sharpeners with receptacles of the new material were designed by Vytant Alex, industrial designer, and are available in a choice of five colors, Apsco Products, Inc., 9855 W. Pico Blvd., Los Angeles 34, Calif.

For more details circle #919 on mailing card.

(Continued on page 66)

Cash In On Comfort At Athletic Events

Convert hard bleachers into comfortable seats at increased admission prices with

SCOTT STADIUM SEATS

the low-cost, profitable way to obtain higher priced sections. Six to 10 rentals pay initial cost of these versatile seats, leaving years of profitable use.

TWO NEW "ECONOMY" MODELS



HO-35 especially designed for bleachers where aisle space is restricted. $10\%'' \times 14\%''$ upholstered seat, posture-curved posture pressed wood backrest.

HO-36, body-formed "Sit-N" seat with ar without new type "Cushion Cork" on metal seat. Posture-curved backrest.

Both models have front pivot hook for use on game-rental basis; four recessed screw holes for permanent installation. Standard or school colors.

Write for Brochure showing these and seven other models.

SCOTT PORT-a-FOLD, INC.

World's Largest Manufacturer of Quality Stadium Seats. 718 Middle St., Archbold, Ohio

At Indiana University's Medical Center Union...Libbey Heat-Treated Glassware gives long, economical service



An interior view of the dining room,



The Governor Clinton pattern is used in the Indiana University Medical Center Union Dining Room and Snack Bar. Pictured is No. 610, 9½ oz. Heat-Treated Water Tumbler.



The modern snack bar . . . for fast dining service.

At the beautiful new Indiana University Medical Center Union, Indianapolis, Indiana, Libbey Heat-Treated Glassware is used for dining room and snack bar service. This attractive glassware gives extra long life and operating economy . . . economy assured by Libbey's guarantee: "A new glass if the rim of a Libbey 'Safedge' ever chips."

The dining room in this magnificent new building seats over 350. Its restful décor is carried out in the modern snack bar, too—providing pleasant dining service "from bite to banquet."

Libbey's Heat-Treated Governor Clinton pattern complements these attractive rooms . . . and of course, gives long service under the severest conditions. These Heat-Treated Tumblers are specially processed to withstand rough treatment and high sterilization temperatures . . . reduce breakage, require fewer replacements, and thus keep necessary inventory at a minimum.

In the finest hotels and restaurants across the country, Libbey Glassware gives many operating advantages. Whether your operation is large or small you can afford the benefits of this fine Libbey service. See your Libbey Supply dealer, or write Libbey Glass, Division of Owens-Illinois, Toledo 1, Ohio.

For over seven years a code symbol has enabled restaurants and hotels to check the remarkable durability of their Libbey Heat-Treated DATED Glassware. Results of these many surveys show an amazingly high average number of servings per tumbler . . . which means extremely low tumbler cost per 1,000 servings.

The names of these leading restaurants and hotels, and full details of their own surveys, will be supplied on request.

LIBBEY HEAT-TREATED GLASSWARE
AN (1) PRODUCT

OWENS-ILLINOIS
GENERAL OFFICES · TOLEDO 1, OHIO

Literature and Services

· Fume Hoods are the exclusive subiect treated in the new 48-page catalog AIA 35E published by Kewaunee Mfg. Co., 5069 S. Center St., Adrian, Mich. Comprehensive engineering data and recommendations are given in the booklet which is profusely illustrated with installation photographs, elevation and roughing-in drawings and pictures of the very complete line. Operating characteristics and operating cost comparisons are included.

or more details circle #920 on mailing card.

• The 1957 Catalog of Ceramic Tile is available from American-Olean Tile Co., 1000 Cannon Ave., Lansdale, Pa. The booklet describes the full line of glazed wall tile, unglazed floor tile, conductive floor tile and china bathroom accessories. along with illustrations showing typical applications of trim shapes.

For more details circle #921 on mailing card.

• Two new color catalogs have been prepared by Azrock Products Div., Uvalde Rock Asphalt Co., Frost Bank Bldg., San Antonio, Texas. The first covers the latest Azrock Asphalt Tile Line while the second describes the current line of Azphlex Vinylized Tile. Both contain full color charts, typical installations and complete product information.

For more details circle #922 on mailing card

• "How Clean Is Clean?" is the title of • Architects and building committee a new 16mm color sound film available from American Gas Assn., 420 Lexington Ave., New York 17, which explains the proper technics in dishwashing procedures for maximum cleanliness and sanitation. It describes the correct water temperatures for washing and rinsing, demonstrates proper use of equipment and detergent, and correct storage. For more details circle #923 on mailing

. The 1957 Mills Walls Catalog describes the complete line of movable metal walls and aluminum partitions manufactured by The Mills Co., 993 Wayside Rd., Cleveland 10, Ohio. The 68-page booklet includes specifications, diagrams, illustrations of typical uses and information on hardware and accessories.

For more details circle #924 on mailing card.

· An informative booklet describing the scientific and engineering career opportunities in the optical industry is now available from Bausch & Lomb Optical Co., 635 St. Paul St., Rochester 2, N.Y. Entitled "Opportunities Unlimited," the manual is profusely illustrated. It was published for distribution to college science seniors, graduate students and others with a B.S. degree or higher and cites the key role played by optical research and development programs.

For more details circle #925 on mailing of

members will be interested in the new 20-page manual released by Penn Metal Company, Inc., P. O. Box 1460, Parkersburg, W. Va. on Penmetal Partition Systems. Seven different partition systems for various uses are described and illustrated with information on sound transmission loss, fire resistive ratings and erection and material specifications for each partition. Included are tables detailing required spacing of supports and maximum heights for various types of construction.
For more details circle #926 on mailing card.

Suppliers' News

Ditto, Incorporated, 6800 McCormick Rd., Chicago 45, manufacturer of duplicating machines and supplies, announces the establishment of a factory branch office in San Diego, Calif. J. J. Johnston, Ir. is manager of the new office.

Simmons Company, Merchandise Mart, Chicago 54, manufacturer of institutional furniture, announces the establishment of a decorating service for the Contract Department. The newly created Decorative Department, with Mr. Karl L. Steinhauser, A.I.D. as Decorating Consultant, will offer a complete decorating service to hospitals, schools, colleges and other institutions.



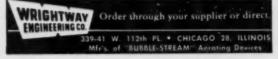
... DEPT. C.U., 311 N. DESPLAINES ST. . CHICAGO 6, ILL. ...



"BUBBLE-STREA PUSHES COSTS DOWN!



The inexpensive Bubble-Stream shower head puts every drop of water to work: first to form an abundance of lathery suds quickly with lighter soaping; then to flush away dirt and soap faster with less water. Shower time is reduced. Water is saved. Heat is saved. Hard water feels soft. Ball joint provides instant adjustment of spray angle.





STEEL FURNITURE AND LOCKERS



DRAMA TANGLASS

Speech Arts Bidg., Orange Coast College, Casta Mesa, Calif.
R. J. Neutra & R. E. Alexander, Architects.
Richard H. Pleger, Supervising Architect.
Thompson Paint & Glass Ca., Glazing Contractor.

Structural Corrugated Glass Enhances Exterior...Screens Interior of College Building

Architect Richard J. Neutra has achieved an exterior treatment as dramatic as a Broadway hit with this striking installation of rhythmic, translucent Structural Corrugated glass. This modern material, rapidly gaining favor in contemporary structures, is an accomplished performer in daylighting. It effectively screens with light instead of darkness . . . floods protected areas with softened, diffused daylight. Translucent without being transparent, Structural Corrugated glass protects privacy beautifully. Practical as well as pretty, it lends itself especially well to today's designs and needs.



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When, in either an advertisement or "What's New" you locate the product, turn to the index to advertisements on the preceding page or to the index of "What's New" items (right) where you will find the hey number for the item. Items advertised are listed alphabetically by manufacturer. "What's New" items are in Key Number order. Circle the corresponding key number on the card below for each item in which you are interested. The second card is for the use of someone else who may also want product data.



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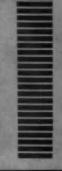
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